



## B A S M A A

Alameda Countywide  
Clean Water Program

Contra Costa  
Clean Water Program

Fairfield-Suisun  
Urban Runoff  
Management Program

Marin County  
Stormwater Pollution  
Prevention Program

Napa County  
Stormwater Pollution  
Prevention Program

San Mateo Countywide  
Water Pollution  
Prevention Program

Santa Clara Valley  
Urban Runoff Pollution  
Prevention Program

Sonoma County  
Water Agency

Vallejo Sanitation  
and Flood  
Control District

Bay Area

Stormwater Management

Agencies Association

P.O. Box 2385

Menlo Park, CA 94026

510.622.2326

info@basmaa.org

To Whom It May Concern:

We certify under penalty of law that this document was prepared under our direction or supervision in accordance with a system designed to assure that qualified personnel properly gather and evaluate the information submitted. Based on our inquiry of the person or persons who manage the system, or those persons directly responsible for gathering the information, the information submitted is, to the best of our knowledge and belief, true, accurate, and complete. We are aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.

James Scanlin, Alameda Countywide Clean Water Program

Tom Dalziel, Contra Costa Clean Water Program

Kevin Cullen, Fairfield-Suisun Urban Runoff Management Program

Matt Fabry, San Mateo Countywide Water Pollution Prevention Program

Adam Olivieri, Santa Clara Valley Urban Runoff Pollution Prevention Program

Lance Barnett, Vallejo Sanitation and Flood Control District

# **Annual Reporting for FY 2010-2011**

## **Regional Supplement for Training and Outreach**

### **San Francisco Bay Area Municipal Regional Stormwater Permit**



September 2011

**MRP Regional Supplement for Training and Outreach  
Annual Reporting for FY 2010-2011**

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**LIST OF ATTACHMENTS:**

**C.7.b. Advertising Campaign**

Five-Year Regional Strategic Outreach Plan: Litter  
Five-Year Strategic Advertising Plan: *Our Water, Our World* Pesticides Program

**C.7.c. Media Relations – Use of Free Media**

BASMAA Media Relations Campaign Final Report

**C.9.h.i. Point of Purchase Outreach**

Photo of *Our Water, Our World* booth at Bay Friendly Landscaping  
Conference  
Photo of *Our Water, Our World* booth at NorCal Trade Show  
Photo of on-call assistance being provided to Walgreens store

# **MRP Regional Supplement for Training and Outreach Annual Reporting for FY 2010-2011**

## **INTRODUCTION**

This Regional Supplement has been prepared to report on regionally implemented activities complying with portions of the Municipal Regional Stormwater Permit (MRP), issued to 76 municipalities and special districts (Permittees) by the San Francisco Bay Regional Water Quality Control Board (Water Board). The Regional Supplement covers training and outreach activities related to the following MRP provisions:

- Provision C.5.d., Control of Mobile Sources,
- Provision C.7.b., Advertising Campaign,
- Provision C.7.c., Media Relations – Use of Free Media,
- Provision C.7.d., Stormwater Point of Contact, and
- Provision C.9.h.i., Point of Purchase Outreach.

These regionally implemented activities are conducted under the auspices of the Bay Area Stormwater Management Agencies Association (BASMAA), a 501(c)(3) non-profit organization comprised of the municipal stormwater programs in the San Francisco Bay Area. Most of the 2011 annual reporting requirements of the specific MRP Provisions covered in this Supplement are completely met by BASMAA Regional Project activities, except where otherwise noted. Scopes, budgets and contracting or in-kind project implementation mechanisms for BASMAA Regional Projects follow BASMAA's Operational Policies and Procedures as approved by the BASMAA Board of Directors. MRP Permittees, through their program representatives on the Board of Directors and its subcommittees, collaboratively authorize and participate in BASMAA Regional Projects or Regional Tasks. Regional Project costs are shared by either all BASMAA members or among those Phase I programs that are subject to the MRP.

## **Training**

### **C.5.d. Control of Mobile Sources**

This provision requires Permittees to develop and implement a program to reduce the discharge of pollutants from mobile businesses, including development and implementation of minimum standards and BMPs, and outreach to mobile businesses. BASMAA's long-standing Surface Cleaner Training and Recognition program addresses these aspects of the provision by focusing on the most common type of outdoor cleaning – cleaning of flat surfaces like sidewalks, plazas, parking areas, and buildings. Individual Permittees address the inspection and enforcement aspects of the provision.

Previously, BASMAA, the Regional Water Board, and mobile businesses jointly developed best management practices. The BMPs were packaged and delivered in training materials (e.g., *Pollution from Surface Cleaning* folder), and via workshops and training videos. The folder and the training video have since been translated into Spanish. Cleaners that take the training and a self-quiz are designated by BASMAA as Recognized Surface Cleaners. BASMAA also created and provides marketing materials for use by Recognized Surface Cleaners. Previously, BASMAA converted the delivery mechanism to being online so that mobile businesses would have on-demand access to the materials and the training. BASMAA continues to maintain the [Surface Cleaner](#)

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[Training and Recognition](#) program. Cleaners can use the website to get trained and recognized for the first time or renew their training and recognition, as required annually. Recognized cleaners can also download marketing materials from the website. Potential customers, including Permittees can use the site to verify the recognition status of any cleaner, as can municipal inspectors. In FY 10-11, BASMAA and the Permittees scoped and budgeted for a new project to enhance the existing Surface Cleaner Training and Recognition program in the following ways.

1. Expand the existing Surface Cleaner Training and Recognition Program to include two new mobile business categories - automotive washing and carpet cleaning;
2. Utilize existing resources that are available to complete the necessary tasks;
3. Develop marketing materials, training videos and self-test applications for the new categories;
4. Create Spanish tracks of information for each new business type; and
5. Create a web-based application to share information about mobile businesses.

A consultant team with expertise in best management practices and commercial training programs, videography, graphic design, web design, and translation was assembled and the project will be conducted in FY 11-12.

### **Public Information and Outreach**

#### **C.7.b. Advertising Campaign**

This provision requires Permittees to participate in or contribute to advertising campaigns on trash/litter in waterways and pesticides with the goal of significantly increasing overall awareness of stormwater runoff pollution prevention messages and behavior changes in target audience. Through the BASMAA Public Information / Participation (PI/P) Committee, Permittees previously decided to take a broader view of some of its regional tasks (e.g., Regional Advertising Campaign, Regional Media Relations, *Our Water, Our World* program) to ensure that work on individual MRP provisions was coordinated and part of an overall strategy.

In FY 10-11, working with SGA, Inc., BASMAA developed broader Regional Strategic Outreach Plans – one for litter and one for pesticides – that include audiences related to the MRP provisions and ways of reaching them regarding trash/litter and pesticides (e.g., advertising, media relations, schools outreach, events) (see attached Regional Strategic Outreach Plans for details). Although the scopes of the strategies are broad, the level of stormwater agency (regional, areawide program, city) implementing each part will vary (i.e., each part will not be implemented via BASMAA). The strategies are multi-year and also include recommendations for creative, media placement, media relations, partnerships, and evaluation. Also starting in FY 10-11, BASMAA, again working with SGA, Inc., began developing an Implementation Plan for the litter strategic plan, which will provide more detailed tasks and budgets for the multi-year project. Implementation will begin in FY 11-12.

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### **C.7.c. Media Relations – Use of Free Media**

This provision requires Permittees to participate in or contribute to a media relations campaign, maximize use of free media/media coverage with the objective of significantly increasing the overall awareness of stormwater pollution prevention messages and associated behavior change in target audiences, and to achieve public goals. The Annual Reporting requirement includes providing the details of each media pitch, such as the medium, date, and content of the pitch. BASMAA has conducted a Regional Media Relations project since FY 96-97 that assists Permittees in complying with this type of provision. The FY 10-11 BASMAA Regional Media Relations project made six pitches – rainy season, wrapping paper, reusables, IPM – pest control operators, ants, and litter (see attached Media Relations Program report for details).

### **C.7.d. Stormwater Point of Contact**

This provision requires Permittees to individually or collectively create and maintain a point of contact, e.g., phone number or website, to provide the public with information on watershed characteristics and stormwater pollution prevention alternatives. The Annual Reporting requirement states that any change in the contact be reported in annual reports subsequent to FY 09-10 annual report. There was no change in FY 10-11 to the point of contact provided by BASMAA. BASMAA assists with this provision by using the regional website: [BayWise.org](http://BayWise.org) to list or link to member programs' lists of points of contact and contact information for the stormwater agencies in the Bay Area.

## **Pesticides Toxicity Control**

### **C.9.h.i. Point of Purchase Outreach**

This provision requires Permittees to:

- Conduct outreach to consumers at the point of purchase;
- Provide targeted information on proper pesticide use and disposal, potential adverse impacts on water quality, and less toxic methods of pest prevention and control; and
- Participate in and provide resources for the "Our Water, Our World" program or a functionally equivalent pesticide use reduction outreach program.

The Annual Reporting requirement allows Permittees who participate in a regional effort to comply with C.9.h.i. to reference a report that summarizes these actions. Below is a report of activities and accomplishments of the *Our Water, Our World* program for FY 10-11.

- Coordinated program implementation with major chains Home Depot, Orchard Supply Hardware, and Ace Hardware National. OSH reported "natural insecticides" sales down 13.7% compared to the previous year, but sales of all pesticides was also down compared to the previous year.
- Coordinated master print run of the following: fact sheets, shelf talkers, literature rack signage, beneficial bug brochure, magnet, Pest or Pal activity guide for kids, pocket guide, and Pests Bugging You? booklet.

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- Updated less-toxic Product Lists: Master – by brand name version; by pest version, and OSH and Home Depot-specific lists/labels.
- Maintained [Our Water, Our World website](#).
- Provided [Ask-the-Expert](#) service.
- Provided and staffed exhibitor booths.
  - Excel Gardens Dealer Show, Las Vegas (August 2010)
  - Bay Friendly Landscaping Conference (September 2010) (see photo attached)
  - L&L Dealer Show, Reno (October 2010)
  - NorCal trade show (February 2011) (see photo attached)
- Provided on-call assistance (e.g., display set-up, training, IPM materials review) to specific stores (e.g., OSH, Walgreens) (see photo attached).
- Provided print advertising and articles – [Green Zebra guide](#) and [Chinook Book](#).
- Provided print advertising – [Bay Nature magazine](#); [Bringing Back the Natives Garden Tour's garden guide](#).
- Mentioned in articles by others: San Jose Mercury News (March 6, 2011).

Additionally, BASMAA, in partnership with the UC IPM Program, competed for and won award of a Pest Management Alliance grant from the Department of Pesticide Regulation for the *IPM Advocates for Retail Stores* project. The project's purpose is to develop and implement a program that will recruit, train, and mentor individuals to help retail stores implement the *Our Water, Our World* program. The project kicked off in December 2010. The project team developed an IPM Advocate profile, recruited for and selected 10 IPM Advocate candidates who started their classroom training in early June 2011 learning from a curriculum developed by the project team.



# Bay Area Stormwater Management Agencies Association

## Five-Year Regional Strategic Outreach Plan: Litter

Plan Submitted: March 9, 2011



Prepared by S. Groner Associates, Inc. (SGA)  
[ehoop@sga-inc.net](mailto:ehoop@sga-inc.net)  
[www.sga-inc.net](http://www.sga-inc.net)  
(P) 562-597-0205  
(F) 562-597-0231







Dear BASMAA Committee & City Reps,

The following document is SGA's proposal for how to approach litter outreach and education in the Bay Area. While I would love for you to read the entire thing cover to cover, I understand that time constraints may leave you skimming some sections. With that in mind, I wanted to give you a short cheat sheet of what the following forty pages are really all about.

### *The Background.*

As part of BASMAA's duty to comply with the Municipal Regional Stormwater Permit, they are required to conduct an advertising campaign specifically focused on one of the Bay Area's most troublesome pollutants - litter. The strategy in this plan is rooted in Community-Based Social Marketing (CBSM), and the tactics woven throughout use principles in social psychology that have been tested and proven to be effective in changing behavior. Most facets of this plan, from having the audience take a specific action, to commitments, to peer-to-peer messaging, to step-by-step changes, are taken from principles of persuasion and have been tailored by SGA specifically for litter and a youth audience.

### *The Issue.*

Research has shown that litter is not a black and white issue. It is rare to find people who litter all the time or, conversely, those who never throw anything on the ground. So much of a person's propensity to litter is based on a mix of internal factors (e.g. age, concern for the environment, smoker vs. non-smoker) and external factors (e.g. if peers litter, the cleanliness of an area, proximity of the closest trash can). Because litter is such a multi-faceted issue, the plan does not assume that a traditional knowledge-based approach (i.e. "Littering is bad for the Bay") is going to do the trick with this audience. Most everyone knows that littering is bad, yet so many people are still doing it. The key to reaching the audience is going to be using an approach and message that resonates with them.

### *The Audience.*

Because youth have displayed higher rates of littering behaviors, they have been singled out as the primary audience for this strategic plan. The key to reaching this audience is to leverage the power of social norms (i.e. "I want to do what my friends are doing"). The goal is to influence members of the youth audience to influence their peers so that messages are traveling top down (from BASMAA to the youth) as well as laterally (from the youth to their peers). In order to ensure that the outreach remains fresh and relevant, SGA recommends involving the youth themselves, as much as possible, in giving input about messaging and proposed outreach tactics so that the program is received as talking "with them," not "at them." Although this plan was written with youth in mind, the strategy is such that people of any age are welcome, and will likely be interested, in also joining the effort.

### *The Approach.*

One of the central tenets of this plan is the importance of having the audience take an action. Action and involvement are the keys to changing behavior. Every facet of the plan, from the advertisements, to the Facebook page, to the viral sharing, is included with the goal of inciting action among the target population. Essentially, how can we make every opportunity a chance for the youth to get involved and invested in the program?

The goal is to have involvement build over time into more difficult and invested actions (i.e. from the relatively easy act of signing up for the program's Facebook page to the much more involved act of actually taking part in a clean-up). The strategic plan therefore does not assume that a person is simply going to see an ad and, just like that, stop littering forever! Studies have proven that people are more likely to take small steps at a time, rather than one big leap (wikipedia "foot-in-the-door technique" for some neat references), so BASMAA's goal should be to encourage the youth to start walking down a road toward ending their littering behaviors (*see Page 28*). This incremental approach will lead to long-lasting behavior change.

### *The Long, Long Term Vision.*

How can we transform what started as an advertising campaign into a movement? Sure, we want youth to stop littering, but ultimately what we want is to keep stormwater clean in order to protect bay area waterways. That's what this plan does - it thinks of the pollutant at hand, litter, but doesn't lose sight of the larger goal. One of the suggestions in the plan is to create a database of the youth who get involved in the program (*see Page 27*). The purpose of the database is to build on their commitments, but also to provide a value-added opportunity to BASMAA. Let's say Susie Teenager gets involved in the program and she has since joined the Facebook page, participated in a local clean-up, recruited friends and is now looking to go and speak to elementary school kids about the importance of protecting waterways. Perhaps Susie Teenager will then grow up into Susie Home Owner, who thinks that installing rain barrels and permeable pavement is the way to go. Susie Teenager is now not just someone who abated her littering, but she also has added value to the overall BASMAA program by encouraging others to do the same and by protecting water quality in a more holistic sense. In the words of the great Confucius, "A journey of a thousand miles begins with a single step."

Thank you so much for the opportunity to work on this plan - we had a blast!

Sincerely,



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# I. LITERATURE REVIEW

## 1. INTRODUCTION

This literature review is meant to inform the development of BASMAA's five-year strategic marketing campaign, addressing the littering behaviors of Bay Area youths aged 16-24. The following review will outline the barriers and motivators acting on the littering behavior of the target population through an examination of pertinent case studies. By uncovering these barriers and motivators, targeted outreach tactics and key messages can be developed, which overcome the barriers and elevate the motivators associated with appropriate waste-disposal behaviors in youths. The program will also gain valuable insight into the preferred methods of communication of litter-prevention message dissemination to this notoriously inaccessible population.

The importance of identifying an audience's barriers and motivators in encouraging certain types of behaviors is a central tenet of Community-Based Social Marketing (CBSM). This approach focuses on analyzing the perceived barriers and benefits associated with the target behavior that the assessor aims to promote. By developing a complete understanding of what would limit the target population in engaging in the desired behavior, the assessor can create mechanisms in the intervention that overcome or remove these perceived barriers (Alcalay and Bell 2001; Neiger, Thackery, Merrill, Miner, Larsen and Chalkey 2001; Walsh, Rudd, Moeykens and Moloney 1993).

The following literature review will discuss an array of barriers and motivators that have been identified in previous studies. Many of the studies cited in this review analyzed littering prevention practices, tools and awareness programs. Others examined youth-marketing best practices, innovations and case studies. The results of these similar programs will provide an actionable context in developing a targeted, long-term marketing strategy across BASMAA's eight counties.

## PART 1: LITTERING ACROSS ALL POPULATIONS | BARRIERS & MOTIVATORS

### ACTIVATING SOCIAL NORMS: THE MASSES MAKE MESSES MESSIER

Across all age groups, the most powerful factor influencing littering behaviors is the influence of perceived social norms—what is perceived as the “right” thing to do, or conversely at times, “what everyone else is doing.”

#### *The Writing on the Walls: The Effects of Context on Behavior*

Social norms may be identified by the individual through a variety of perceptive and cognitive mechanisms. One such mechanism is the perception of a social norm through the impact of human behavior on the environment in which individuals find themselves. To this end, Dutch researcher Kees Keizer and his team concluded that the very presence of disorderly environmental items, whether or not they are examples of outright littering, implies that others are engaging in disorderly behavior, thus augmenting the likelihood of others littering (Keizer 2008).

The Dutch research team conducted a series of experiments on which their hypothesis was tested: first, flyers were attached to bike handlebars in an alley with bike parking and a prominent “No Littering” sign. Thirty-three percent of bikers littered the alley

with the flyers under these control conditions. However, when the alley was defaced with graffiti, 69% of bikers littered. In a similar experiment, flyers were placed under windshield wipers of cars in a parking lot. Thirty percent of owners proceeded to remove the flyers from their windshields and discard them on the ground, thereby littering. As in the case of the defaced alley, a full 58% of car owners littered the lot with flyers once a few disorderly carts were noticeably present in the lot. This work exemplifies the inter-connectivity between seemingly disparate behaviors, in this case, littering in the presence of graffiti or rogue carts. It seems that whether or not people see outright littering, if they perceive themselves to be in a place where disorderly environmental behavior is the norm, they are more likely to participate in this now normative littering behavior.

Mirroring the same underlying principles as the Keizer study, which found that people are more likely to litter in areas that are perceived to be in a more disorderly state, Beck's 2007 Keep America Beautiful Study found that in communities where recycling was readily available and integrated into the community as a whole, littering was decreased. From these findings, a potential causal synopsis of littering emerges: that littering is not an isolated activity; rather it is the by-product of individuals' perceptions of the general orderliness of their environment and social community. Thus, when an individual perceives their environment to be orderly, regularly participating in recycling, devoid of graffiti and other similar defacements, they are unlikely to litter. Alternatively, when an individual perceives their community to be disorderly, dirty and chaotic, they are much more likely to litter.

These findings suggest that anti-littering messaging should therefore feed into the perception of an orderly social norm. Depictions of disorderly norms, as true to reality as they may seem, could serve to be counter-productive because they reinforce a negative social norm. In other words, *telling people that they should not litter because littering is so rampant could actually encourage littering behaviors since it is being depicted as the norm*. Instead, messages should reinforce positive norms, by expressing that *"everyone else is keeping the community clean, and so should you"*, whether or not that is truly the case.

The concept of aligning social norms with the desired behavior has been aggressively pursued through multiple youth-centered marketing campaigns in the recent past. Nowhere is this more apparent than in the popular energy drink Redbull's campaigns (Turner, 2008). Redbull identified its target audience as young adults seeking to gain an extra energy boost, presumably for late-night activities or any activity that required strenuous physical exertion: you're young, you've got something you have to do; you drink a Redbull. To accomplish this, Redbull set out first to find the communities that were already participating in this social norm. These areas were college campuses, bars, night clubs and spring-break locations. Strategically targeting these areas, Redbull sent out crews of 18-30-year-old spokespeople, who provided youths with complimentary Redbulls. By connecting their product through no cost with people already engaged in the appropriate social norm, Redbull effectively included the consumption of their energy drinks into the culture.

Redbull was able to continue the momentum created by these efforts through online outlets, where Redbull consumers were encouraged to "tell their stories." As a whole, this strategy of both reaching their target audience through face-to-face outreach and



maintaining the momentum created through online user participation proved to be an impactful means of aligning behavior with a social norm.

### ***The Smoking Gun: Self-Reported Effects of Social Norms***

The 2009 Keep Los Angeles Beautiful (KLAB) study by S. Groner Associates featured a survey of approximately 700 Los Angeles-area youth (16-24 years old) and aimed to identify the waste-disposal behaviors of this target population. Overall, the item that was found to be most likely to be littered was a cigarette butt. Upon further investigation into the issue of cigarette-butt litter, Lelde McCoy's "Case in Point" (2008) reviewed the demographics and greater analytics surrounding an Australian effort, entitled *No Butts About It*.

*No Butts About It* was jointly staged by several associations and municipalities, including the City of Melbourne, the Australian Hotels Association and the Department of Human Services to curb youth littering of cigarette butts specifically. Two major barriers to the appropriate disposal of cigarette butts were identified: (1) Smokers were already sensitive to being vilified, potentially because of an existing perceived social marginalization of smokers; thus any messaging which involved an active or passive negative connotation of smokers became counter-productive; and (2) Night clubs, bars, coffee clubs and their immediate surroundings did not provide adequate ashtrays for smokers.

As a potentially complicating qualifier to the former assertion that smokers are particularly sensitive to vilification, Renee J. Bator (2007) found that social disapproval is a strong motivator of individuals' decisions not to litter, particularly so when a visual cue in the environment is repeated in a public messaging campaign.

Bator's findings are echoed in the 2007 BASMAA Public Opinion Survey, where 92% of those surveyed who do not litter cite the belief that littering is morally and socially wrong as their primary reason not to litter (BASMAA 2007). Once again these findings are echoed in SGA's KLAB study which found that an individual's propensity to feel guilty about littering was the single most impactful variable working against littering. Between these studies, a picture emerges of a delicate audience, one which is at once sensitive to vilification and yet responsive to social disapproval and guilt.

It will be important for any program seeking to affect this group to be balanced in its interest to bring light to the social disapproval surrounding littering and yet refrain from outright blaming and vilification.

## **BEYOND SOCIAL NORMS: STRUCTURAL FACTORS AFFECTING LITTERING BEHAVIORS**

### ***The Problem of Forgetting: Passive v. Active Litter***

Beyond social norms, there are a myriad of other factors affecting littering behaviors overall, and youth littering behaviors specifically. Even the most well-intentioned, environmentally conscious, negative norm-immune individual is victim to the occasional slipup. Oftentimes, these slipups can be characterized as "passive" littering, which is distinct from the "active" variety. Understanding this particular behavior is important in developing a communications campaign as the mechanisms to target each behavior are fundamentally different.

First, active littering is defined as the willful dispersal of waste into non-trash repositories; active littering tends to comprise what is thought of as “littering.” Conversely, passive littering is characterized as unintended littering, resulting principally from situations where someone sets an item down nearby and simply forgets to dispose of it. In the study, *Differentiating Active and Passive Litter*, the authors found that passive littering was more difficult to curtail than active littering (Sibley & Liu 2003). Their subsequent explanations for this observation were three-pronged:

1. Passive littering may be less overt than active littering and thus less likely to entail negative social consequences;
2. Passive littering is a strategic form of covert littering that occurs through the omission of behavior; and
3. People are more likely to genuinely forget their litter at longer time delays.

So, although the individual may have internalized the anti-littering norm, he or she may simply forget to follow that behavior in the absence of a cue or a prompt to serve as a reminder. As a result, in addressing the problem of passive littering, a communications campaign would be best served by utilizing visual cues or prompts to help people remember to dispose of their trash. For example, utilizing a multi-sensory approach by adding signs or alarms near trash cans could provide the cues needed to involve passive litterers into more socially beneficial waste-disposal behaviors (Kort, McCalley & Midden 2008.)

Kort found that trashcans that included a verbal or sound cue to passers-by were 50% more effective in reducing littering than non-sounding trash cans. Through the multi-sensory outreach provided by a physical repository that sounds off towards passers-bys, littering is greatly reduced. Kort concludes that individuals who may have internalized an antilittering norm previously are welcomed into participation of the norm through this multi-sensory, attention-grabbing design.

### ***Prevalence of Proper Repositories***

Across a number of studies, an insufficient quantity of waste receptacles has been cited as a prominent barrier to antilittering behaviors. For instance, 65% of respondents in BASMAA’s 2007 survey reported that the existence of additional trash cans or proper waste repositories would prevent littering. This finding is supported by a similar result in the 2008 Contra Costa Public Opinion Poll, which found that for a number of populations, including teens, an increased number of trash cans would result in littering reductions. SGA’s Keep Los Angeles Beautiful study (2009) reached similar results, finding that the single highest situational barrier to proper waste disposal was the unavailability of waste receptacles.

The previously mentioned *No Butts About It* campaign, implemented in the city of Melbourne, actively incorporated the introduction of additional repositories near the target audience into their program. Central to the program was the use of so-called “Butt Champs” or young adults dressed in casual clothes, equipped with public transportation vouchers and ashtrays. Butt Champs would travel to locations where large groups of smokers in the under-30 age demographic were gathered, such as bars, night clubs and cafes. Once at the location, Butt Champs would offer smokers complimentary ashtrays and proceed to incentivize the use of said ashtrays through a further gift of public transportation vouchers.



## PART II: REACHING THE YOUTH | BARRIERS, MOTIVATORS & MARKETING TACTICS

### TARGET GENERATION PROFILE

#### *Meet Generation Y*

Ask many people to describe a teenager and they will speak of short-sighted, rebellious, disengaged and altogether self-destructive adrenaline junkies. Nothing could be further from the truth when it comes to today's teenagers and young adults: Generation Y.

**Goals Are Good:** Comprising nearly 80 million people, Generation Y is second in gross size only to the Baby Boomers. As there are no precise dates for when the Millennial generation starts and ends, commentators have used birth dates ranging between 1977 and 1996. Also called the Millennial Generation, this group is the most educated generation in the history of the United States with more than 60% having attended at least some college (Papp 2007). This educational pedigree underlies a more pervasive factor in this generation: worldly ambition.

Unlike many past generations that sought to reject the material and cultural status quo, Generation Y generally grew up with respect for their parents, their parents' culture and the working world. They tended to have multiple childhood activities cultivated through organizations such as sports, arts, specialized academic interests and a slew of other activities, ranging from space camp to youth leader groups. This focus on teams and collaborative activities in childhood have produced teens who are collaborative team players, who think in groups and are optimistic about their place in the world (Frank N. Magid Associates 2009). As a whole, this busy childhood has created busy young adults—a group more eager to participate in much of the status quo than destroy it (Papp 2007).

**No Alone Time:** Generation Y is the first generation to grow up in a world of hyper-communication. Cell phones, Facebook, email...this is a generation that has never seen life without instantaneous communication available in multiple platforms. These factors have produced several traits in Gen Y: first and foremost, social communities have become larger, more inclusive and more impactful on their individual decisions (McCrindle 2003). While the Builder generation relied on authority and Baby Boomers on facts, Gen Y is most driven by the experience of their peers in making decisions. In some respects, this can be viewed as a defense mechanism against the glut of information facing this generation. In fact, by the age of 18, the average young person has viewed more than 500,000 ads; it follows then that they may not trust anything they see because they have already seen too much of it.

Understandably, Gen Y is uniquely focused on improving the social good. Oftentimes, they have already been active volunteers and are generally concerned with the scope of consequences to their actions as they relate to global phenomenon (Papp 2007). As a whole, this is a group characterized by activity, social consciousness, education, material comfort and constant communication.

#### *This Is Your Brain. This Is Your Brain on Teenage Hormones*

As savvy and sophisticated as the youth of the Y Generation tend to be, they are still teenagers, subject to the same hormonal highs and lows of the stereotypical teenage brain across the decades. It turns out that two of these classically "teenage"

characteristics—fearlessness and naïve idealism—are largely tied to the “under construction” status of the teenage brain.

Scientists have identified a specific region of the brain called the amygdala, which is responsible for instinctual, animal-like reactions including fear and aggressive behavior. This region develops early in life, while the area that controls reasoning and logic for our actions develops over time. The more “reasonable” part of the brain, the frontal cortex, is still changing and maturing as we enter full adulthood.

In fact, according to studies, the adolescent brain goes through a biological remodeling as critical to human development as that which takes place during the first two years of life (National Institute of Mental Health 2005). Because of this, teens have difficulty controlling their impulses, lack foresight and judgment, and are especially vulnerable to peer pressure. This helps to explain the extreme highs and lows of teenage behavior: idealistic and enthusiastic at one moment, cynical and aggressive the next.

It has also been shown that serotonin levels, which are low in teens, and fear are directly correlated (Psychiatric News 2002). As the parent of any teenager can tell you, scare tactics and “doom and gloom” appeals tend to be as effective with teens as sugar-coated brussel sprouts are in luring them into eating their vegetables. This may also explain why teens are more prone than adults to engage in risk-taking behaviors—with little fear of consequence.

Of course, these brain differences don’t mean that young people can’t make good decisions or tell the difference between right and wrong! It also doesn’t mean that they shouldn’t be held responsible for their actions. Yet an awareness of these differences can help to inform the development of campaign messages targeting a youth audience.

A teen’s “nothing bad will ever happen to me” attitude can definitely be considered reckless, but it also speaks to a sort of optimism that adults—who have become more jaded by years of life—may not necessarily possess. Furthermore, if leveraged properly, this biological teen characteristic can be a powerful tool in activating widespread social change from an idealistic audience.

## **MECHANISMS, MEDIUMS & TACTICS FOR MESSAGE DISSEMINATION**

### ***Reaching Gen Y in the Age of “Instant”***

Every generation has its own unique channels of communication. Likewise, Generation Y migrates towards certain communication mechanisms that are particularly prevalent within this subgroup. The common thread linking this group together is the elevated proclivity to engage in “instant,” ultra-convenient, efficient forms of communication. This is a generation that grew up online, with a cell phone in hand. Traditional marketing techniques like television and newspapers are not going to resonate as strongly with this audience. With services like TiVo, internet video and file sharing, being constrained to watch a program at a scheduled time does not make sense to them (MobiADNews 2009).

These principles have become the covenant of modern youth marketing, instructing practitioners where their target audience is located and how to get there, as outlined below:

- *Get Digital:* A longitudinal study conducted by Edison Research compared the media platform behavior of youths aged 12-24 in the year 2000 with youths aged 12-24 in the year 2010 (Edison Research 2010). Across the board, the study found that internet use has nearly tripled within this population over the 10-year period, with the average youth spending approximately three hours online every day.
- *Social Networking:* The social community is firmly at the center of the teen internet experience (MobiADNews 2009). Nearly 75% of 12-24-year-olds actively use Facebook: 55% of 12-24 year olds have a Facebook account, which they log into on a daily basis, with an additional 19% reporting to have a Facebook account, which they log into on a frequent, but non-daily, basis. When it comes to receiving information, teens are more likely to trust the credibility of that message when it comes from their peers—even unknown peers—more than an expert (MobiADNews 2009).
- *Text Messaging:* According to a Harris Interactive study, second to clothing, teens say a mobile phone tells the most about a person's social status or popularity, outranking jewelry, watches and shoes. The study also found that mobile phones are fast becoming a social necessity among teens. In fact, 57% view their cell phones as the key to their social life (Tsirulnik 2009). From texting to talking and logging on to social networking sites, teens carry cell phones to have access to friends, family and current events. Even with these figures in mind, some may still find it surprising to learn that 81% of youths aged 12-24 own their own cell phone (Lenhart, Ling, Campbell, Purcell, 2010.) Of those teen cell phone users, 88% report text-messaging on a daily basis, with more than half of that percentage sending in excess of 50 text messages per day. Additionally, over 69% report texting an average of 55 minutes a day (Frank N. Magid Associates 2009).
- *Cell Phone Advertising:* With the astonishing number of youths who both own and actively use their own cell phones, many practitioners are turning to mobile marketing as their new campaign power house. This movement towards mobile marketing is further supported by the fact that 80% of teens have reported spending at least one hour each day surfing the Net via mobile devices (Knight 2008). Perhaps the primary factor contributing to mobile advertising's greater effectiveness when compared to online advertising comes down to the engagement people have with the device and the environment the ads are being served in. Additionally, the recent explosion in technical capabilities, low levels of clutter and the novelty of mobile advertising will likely contribute to increased message impact (Butcher 2010)

The common thread tying all of these mediums together is also the most fundamental trait of Generation Y: the importance of interaction. Today's teens are highly connected to their social networks, seek engagement, and actively build and contribute to their growing on- and off-line communities. This connection to and valuation of social networks can be leveraged into effective "viral vehicles" of communication through peer-to-peer messaging across a variety of the platforms described above. Not only are youths more likely to respond positively to outreach provided by other youths than to that which is provided by other parties, but the capacity for a "viral" campaign exists within a program which actively seeks out peer-to-peer tactics. Any viral campaign, or campaign which works primarily through internet and word-of-mouth distribution, is to

be considered especially desirable as it represents a tremendous return on investment regarding the scope of its reach (MobiADNews 2009).

### ***The Paradox of Cool***

Miles Davis, skateboarding, iPhones: these are the sorts of people, products and activities that conjure up the illusive concept of “cool.” While it is a word whose meaning can be difficult to pin down, one thing is certain: cool is always changing. A major push in contemporary Generation Y marketing has been to abandon the notion of conventional “cool” product branding and move towards self-replicating, viral, “brand-hijacked” campaigns (Wipperfurth 2005).

***Well-Laid Roots Yield Well-Grown Fruits:*** The concept of brand-hijacking presents the model for a long-term marketing campaign that is both cost-effective and self-perpetuating. Alex Wipperfurth broadly describes the hijacked brand in Brand Hijack: Marketing Without Marketing as a brand which has embraced the true nature of the consumer-provider relationship; namely, the hijacked brand is the one that recognizes that any brand truly belongs to its consumers (2005). After all, it is the consumers who ultimately find use and pump revenue into the products which the brand represents.

Brand-hijacking takes more time to get going than conventional brand marketing, which seeks to inundate a market with a brand image and concept (Wipperfurth 2005). Brand-hijacking seeks to provide various outlets directly to consumers to provide them with the forum to become the major messaging vehicles. In many cases, these outlets are online in the form of social media outlets, websites, user forums and cell phone applications. Inversely to conventional brand marketing, which seeks to develop an initial spike in consumer interest, brand-hijacking seeks to steadily develop communities of passionate supporters who will ultimately drive the brand forward.

Leading sports apparel producer, Nike has successfully transitioned from a conventional brand to a hijacked brand over the past decade (Pankraz 2009). The crux of this transition has been in shifting the focus of the campaigns from awareness-raising tactics, such as television commercials, to internet and grassroots micro-campaigns aimed at engaging consumers. Nike provides online outlets for consumers to “tell their stories”, and in the case of the “Why do you play” campaign, a user-generated effort combining sports with activism and incentivized through small cash prizes (Dilworth 2009).

The “Why do you play” campaign is part of Nike's push to build an online community in the youth demographic, in which youths can share their personal stories about how they have used sports to create some sort of social good. The campaign encourages these youths to be creative about telling their stories visually, by submitting videos or photos. For example, one user submitted a photo from a soccer clinic that she helped organized for impoverished, inner-city kids. Other users then view and rate the submission, increasing the viral, community-based framework of this engagement campaign (Dilworth 2009).

These shared stories have become the lifeblood of the hijacked Nike brand—a brand that is cultivated from the consumer rather than something meaningless that is thrust upon them. The Nike campaign effectively demonstrates the new face of Generation Y hijacked marketing, the new, ever-changing face of “cool”. For this generation, cool marketing is derived organically from the consumer, resonates with them in a



meaningful way, and is constantly in flux. While it is slower moving in its infancy, once fully developed, a hijacked-brand is fueled by cost-effective online outlets such as social media and websites rather than more traditional, costly outlets like television ads.

### ***The Fun Factor***

Something that is fun to do immediately answers a profound question: the question of “why did you do it?”

*“Because it was fun.”*

In many capacities, an activity which is considered to be fun becomes intrinsically valuable. As in the discussion of “cool,” the definition of what exactly constitutes “fun” amounts to a moving target—what is fun to one person can be an exercise in the most excruciating pain to the next. However, one aspect of fun seems to be in play no matter what the subject seems to enjoy doing: interaction.

***Whistle While You Work:*** Since 2009, the Volkswagen-funded “Fun Theory” campaign has been working under the following premise: “We believe that the easiest way to change people’s behavior for the better is by making it fun to do” (The Fun Theory 2009). The Fun Theory has produced several case-studies, including the “World’s Deepest Trash Bin.” This case study involved equipping a trash can in a metropolitan park area with a motion-activated sensor which when activated, created a sound mimicking an item falling down a cavernous hole. Unwitting passers-by who proceeded to throw away their garbage as they would in any other trash can were of course surprised, and in many cases, delighted by this “World’s Deepest Trash Bin.” Not only were they delighted to have stumbled across this playful public repository, they were activated by it. Over the course of one day of use, the “World’s Deepest Trash Bin” collected 72 kilograms of trash, compared with 31 kilograms of trash collected by an identical nearby bin that was not equipped with the motion sensors.

Comparatively, the public sector has been relatively slow to utilize the powerful, cost-efficient possibilities afforded by “fun” interactive campaigns. However a number of these groups have recently harnessed the power of fun to develop several highly successful, peer-to-peer marketing campaigns. For example, All Terrain. Net launched the user-generated “Dude we can fix it” campaign, supporting Al Gore’s “We can solve it” climate organization, whose goal is to have America’s electricity generated from non-fossil fuel sources within 10 years. The campaign runs on a series of sketch-comedy video spoofs of people trying to be green, but whose tactics are far from effective.

As observed by the “Fun Theory” and “Dude we can fix it” campaigns, re-framing a conventionally un-fun activity or idea in a fun way can produce measurable alterations in human behavior. By adding an element of play, lightness and interaction, a boring task can become something enjoyable, activating the adoption of the desired behavior within the target audience.

This fundamental element of interaction appeals to nearly every generation, but is perhaps most applicable to Generation Y. As mentioned earlier, Generation Y is comprised of a cadre of youths defined by their valuation of social connectivity and interaction. From participating in team sports, to engaging with their friends online—instantly and in real time—this generation has brought new meaning to the word

“interaction.” With this observation in mind, it is no wonder why hijacked campaigns like Nike’s “Why do you play” are so popular among youth: not only is it cool, but it’s fun too.

### ***Power to the People***

It has been argued that behavior-change communication strategies that focus on “target” audiences and externally determined behavioral outcomes can violate the very principles that underlie work in the community: dignity, participation and choice. Rather, campaigns should seek to directly involve the target community in both the design and implementation of a program to not only increase their ownership over the campaign’s outcome, but their commitment to the cause.

Given the focus that today’s youth place on their involvement in brand development in addition to their interest in social causes, it would make sense to utilize these complementary characteristics in the design and implementation of campaigns promoting the public good. Numerous public-sector departments and organizations have utilized youth activism in rolling out youth-focused campaigns. For example, the County Health Department in Pinellas County, Florida, worked directly with youths in designing and rolling out a youth violence prevention program in Pinellas County. The high school-aged youth group was trained in basic social-marketing principles and worked with a subcontracted advertising agency and a university researcher to create and test the campaign slogan, logo and tagline. The youth group also developed a six-session curriculum for three middle schools, designed for a team of youth group leaders to instruct in each middle school. As a result of this youth group partnership, middle school students throughout the county now recognize the slogan, and most middle schools have at least one campaign poster (Loomas 2004).

## **PART III: YOUTH LITTERING | BARRIERS, MOTIVATORS & MARKETING TACTICS**

As outlined in Part I, context, or one’s physical environment, plays a significant role in both driving and curtailing littering behaviors. Statistical analyses have shown that among youths, 22% of a person’s willingness to litter is a result of physical context, while the remaining 78% results from individual preferences (SGA 2009). While context is still a strong factor, more nuanced, less visible factors such as individual preferences play a much larger role in youth littering behaviors. The following section will outline some of the more prominent barriers and motivators associated with individual preferences as they relate to youth littering.

### ***Friend of a Friend: When the Social Norm Is Set by a Peer***

Precedents set by a friend or known peer’s behavior may be indicative of an especially salient social norm (SGA 2009). In SGA’s youth littering study for Keep Los Angeles Beautiful (KLAB), survey results discovered that the most impactful, non-situational factor in determining an individual’s likelihood of littering was the littering habits of their friends. Moreover, friends’ behaviors with regard to littering were found to be twice as impactful as the littering habits of their parents.

In considering this point, it should also be noted that a social norm is not the same thing as “peer pressure.” In the 2007 BASMAA Public Opinion Survey, the least cited cause for appropriate trash disposal behavior was “peer pressure” at 26% of respondents who reported appropriate trash disposal habits (i.e., not littering). The principal difference

between peer pressure and perceived social norms is the concerted participation of separate parties in the attempt to influence certain behaviors—that is, an individual or group of individuals that is actively trying to influence their peer’s behavior defines peer pressure. As opposed to a social norm’s effects, which are defined as those effects stemming from the perceived behavior of others by the individual. It is important to make this distinction when identifying the social norms acting on the target population, and how to utilize those norms to activate the desired behavior change.

### ***Meaning Well and Doing Bad: The Knowledge-Gap Barrier***

Although knowledge does not directly relate to behavior change, a lack of knowledge can certainly be a barrier to adopting the desired behavior. Studies have found that a lack of knowledge or understanding as to how litter is defined acts as a significant barrier to sustainable behavior.

For instance, unsurprisingly, the KLAB study found that the individuals reporting the highest levels of concern for the environment were amongst those found to be least likely to litter (SGA 2009.) As a whole, this group was characterized as essentially being “good kids”: less likely to smoke cigarettes, watch less TV and spend more time volunteering. However one area of overlap that these so-called “Green Crusaders” shared with the other litter bug groups was the elevated potential to improperly dispose of bio-degradable items. A potential explanation for this phenomenon is a misunderstanding as to what litter is, and what happens to that particular item once it is improperly disposed of. Plainly, people think that throwing away an apple core into a bush is different than throwing a Styrofoam cup into the bush because an apple will more quickly be broken down and integrated into the natural environment.

Upon further investigation, in fact, less than half of the “Green Crusaders” and less than 40% of other groups could correctly identify what actually happens to litter. Thus, an area of strategic redress in any litter prevention program focusing on youths should educate the target audience on the true fate and environmental impact of litter, especially those “Green Crusaders” who have already exhibited a willingness to curtail the brunt of their littering ways (McKenzie-Mohr 1999).

### ***I’ve Got Bigger Problems: Mood, Class, Personality, Life, You Name It...***

With 97% of respondents reporting that littering was a problem in the BASMAA study, one must conclude that littering is already perceived to be a problem by the vast majority of the general public. This information provides a slight but meaningful course to potential messaging. The goal then should not be to convince the target audience that littering is a problem; rather, that it is a *more important and soluble* problem than they currently perceive.

In establishing a framework that positions sustainable behaviors as “easy” and “convenient”, compared to the other responsibilities and woes in their life, it is important to first understand what those factors are for the target population. Thus, the emotional and socio-economic barriers to litter-prevention among teens include:

- *Mood*: Teens who are in a bad mood exhibit an elevated propensity to litter.
- *Employment*: Youths with jobs are less likely to litter than the unemployed.
- *Hurried*: Those in a hurry have an elevated propensity to litter.

- *Video Games:* Teens who regularly use video games exhibit an elevated propensity to litter.
- *Laziness:* Youths who are “feeling lazy” are more likely to litter (SGA 2009).

Obviously, the practical answer to the questions raised by these findings is not: “Get teens jobs, make them happy, energetic, healthfully busy and off of video games to stop littering.” Nor is the answer to resign to a set of data that is to be considered too pervasive, too endemic and altogether true, but useless, information (Heath and Heath, 2010.)

But the answer could be to utilize messaging and outreach to elevate the importance and perceived ease of proper waste-disposal behavior amongst the target audience into a position where it can effectively compete with these barriers.

In the case of video games, precedent has been set by the Dublin City Council ‘Anti-Litter’ campaign to shift the programmatic perception of video-game play as a barrier to a channel of communication. When viewed as a channel of communication, the Dublin Campaign created a simple video game that was disseminated to its target audience (Brosseau). This tactic underscores a greater strategy: the barriers cited by the target audience can be used to inform messaging and more directly reach that very same audience.

#### ***Age Is Just a Number...Or Is It?***

In addition to social norms, knowledge, mood and interests, KLAB also found that demographic variables such as age were highly influential in determining youth littering behaviors. Statistical analysis found that those most likely to litter were between 16 and 17 years old. Results also found that littering progressively decreased as age increased, with young adults between the ages of 21 and 24 being the least likely to litter (SGA 2009). Therefore, certain behaviors and attitudes seem to cluster around very specific points along the age continuum. These behaviors then change, quickly and simultaneously, once the teen reaches young adulthood. Framing messages that speak to this pattern (i.e., that littering is “not cool” because it’s something that “kids” do) could positively impact littering behaviors.

The only exception to this pattern was that the “Green Crusaders” group was found to be evenly distributed across all age groups. Potentially then, environmental activism should be viewed as unrelated to age.

#### ***Keep It Culturally Relevant***

Research on consumer behavior has revealed that an individual’s personal values, which are defined by their culture, underlie their buying motives. As a result, identifying consumers’ personal values contributes to explaining and understanding consumer preferences. Personal values are part of a culture and differ depending on one’s cultural background. Therefore, culture-specific values result in specific consumer behavior. It would then follow that if there are differences between the personal values of consumers who are from different cultural backgrounds, this has to be taken into account by differentiating the strategic direction of marketing strategies, which should incorporate culture-specific messaging (Rewerts & Hanf 2006).



These compelling results from the world of consumer marketing can be directly applied to the world of public interest marketing. Thus, if personal values underlie buying behaviors, then they probably motivate other behaviors as well. The importance of aligning the target audience's cultural preferences to the direction of strategic marketing strategies is not a foreign concept to most communications practitioners. Although not a new idea, it is certainly not an easy undertaking.

Perhaps one of the most successful culturally focused marketing campaigns, especially in the field of litter prevention, is the famous "Don't Mess with Texas" campaign. Originally an effort focused on litter prevention, "Don't Mess with Texas" has evolved into a cultural icon, encapsulating the essence of "what it means to be a Texan" (Don't Mess with Texas 2010).

The campaign was first developed in 1985 by the Texas Highway Commission. From the program's survey research, the Commission identified the state's worst offenders and how best to reach them. Unlike other litter-prevention programs, this campaign opted to focus on the audience as opposed to the pollutant. In doing so, messages were crafted so that they spoke to the unique underlying values of Texan society, parceling out exactly what it meant to be a Texan and then touting those qualities through the legendary slogan.

The slogan was paired with iconic Texas celebrities to help spread the message, like Willie Nelson, Lee Ann Womack, Stevie Ray Vaughan, Matthew McConaughey and even Chuck Norris. As a result, the campaign has become more than a public program, and the slogan has become more than a tag line. "Don't Mess With Texas" expresses a way of life. It incites action by activating cultural values; in this case, state pride. As the Texas campaign demonstrates, behavior change is more likely to occur when culture-specific messaging has been incorporated in the strategic direction of a campaign.

#### PART IV: BARRIERS, MOTIVATORS & MARKETING TACTICS: REVIEW

IDENTIFYING & OVERCOMING BARRIERS	
Barrier	How to Overcome
<b>SOCIAL NORMS</b> that encourage littering such as: <i>Context:</i> A littered/disorderly environment prompts others to litter <i>Peers:</i> Littering friends increase likelihood of littering	<b>REFRAME THE NORM</b> so that it is more aligned with the desired behavior Utilize the norm of <b>SOCIAL DISAPPROVAL</b> , but <b>DO NOT VILIFY</b> the offenders
<b>FORGETFULNESS:</b> Individuals may engage in passive littering as opposed to active littering; i.e., littering is not the intention; rather the individual forgets to dispose of an item	<b>PROMPTS:</b> Utilize visual cues near the trash receptacle to encourage individuals to remember to dispose of waste
<b>LACK</b> of proper <b>REPOSITORIES</b>	Place <b>ADDITIONAL</b> repositories <b>OR</b> utilize <b>SIGNS</b> to clearly indicate repository locations
Lack of <b>KNOWLEDGE</b> about litter: <i>Definition</i> (i.e., plastics are perceived as litter, but organics may not be) <i>Fate</i> (environmental/social consequences)	Identify the most prevalent misconceptions with regard to litter's definition or fate and <b>TARGET MESSAGES</b> to address these specific information gaps

<b>EMOTIONAL STATES:</b> Bad mood Laziness Hurried	These emotional states can make people more <b>PRONE</b> to littering	<b>ELEVATE MOTIVATORS</b> to demonstrate that litter prevention is more important than fleeting emotional states
<b>The TEENAGE BRAIN is still UNDER CONSTRUCTION</b>		<b>CAPITALIZE ON THE EXTREMES</b> OF TEENAGE BEHAVIOR (I.E., IDEALISM) TO CREATE SOCIAL CHANGE
<b>AGE greatly influences littering behaviors, even within the small bracket of the target age group</b>		MAKE LITTERING UNAPPEALING BY DEMONSTRATING THAT LITTERING IS SOMETHING THAT “KIDS” DO
<b>IDENTIFYING &amp; UTILIZING MOTIVATORS</b>		
<b>Motivator</b>		<b>How to Utilize</b>
<b>SOCIAL NORMS</b> that encourage litter prevention		<b>ALIGN SOCIAL NORMS</b> with litter prevention behaviors (i.e., show responsible behavior as the norm and encourage others to follow suit)
Concern for the <b>ENVIRONMENT</b> among certain groups within the target audience		Demonstrate through messaging that litter prevention <b>PROTECTS</b> environmental integrity
<b>OWNERSHIP:</b> desire to be <i>involved &amp; engaged</i> among certain groups		<b>INVOLVE TARGET AUDIENCE</b> into program design and/or implementation
<b>The desired behavior resonates with the underlying CULTURAL VALUES</b> of the audience		<b>Incorporate CULTURE-SPECIFIC MESSAGING</b> in the strategic direction of the campaign
<b>The desired behavior is perceived as being “COOL”</b>		ALLOW THE CAMPAIGN TO BE “OWNED” BY THE TARGET AUDIENCE AND ENCOURAGE THE CONSTANT <b>CHANGE &amp; EVOLUTION</b> OF THE MESSAGE AND/OR BRAND
<b>The desired behavior is perceived as being “FUN”</b>		INCLUDE <b>PLAYFUL, INTERACTIVE</b> ELEMENTS
<b>HOW TO GET MESSAGES ACROSS</b>		
Use <b>ONLINE PLATFORMS</b> as a central mechanism to message distribution		
<b>SOCIAL NETWORKING, ON- AND OFF-LINE:</b> Empower the audience to become a vehicle of communication through peer-to-peer messaging via social networking sites & word of mouth		
<b>GET MOVING, GO MOBILE:</b> Utilize text messaging & mobile advertising to reach the target audience		

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## II. LITTER: ANATOMY OF A MESSAGE

### THE SOURCE---*WHO IS THE MESSAGE FROM?*

The source of the campaign should have a nonprofit, as opposed to a government-based, look, tone and overall feel. BASMAA should just be seen as the funding arm of the overall campaign, with the actual source being a fast-moving, young and hip nonprofit. That said, even the source itself will essentially “take a back seat” to the brand—where the campaign is the element that is front and center.

### THE ISSUE---*WHAT IS THE ISSUE WE ARE PROMOTING?*

For the program, litter<sup>1</sup> is the issue. But for the youth, the environment—and more specifically, marine water quality—is the issue. This audience is not necessarily moved by the thought of litter. However, oceans and the Bay are tangible, and evoke an emotion, which makes this group more apt to care about this issue over abandoned water bottles littering their streets.

### THE ACTION---*WHAT IS IT WE ARE ASKING THEM TO DO?*

The entire “feel” of the campaign should be action-oriented. For this reason, the message needs to be able to just transcend a littered paper cup. Initially, the campaign will ask the target audience to simply not litter. However, this initial commitment will evolve into several other commitments and actions as the campaign progresses. With each singular, targeted action the participant undertakes, the campaign will ask them to take on one more singular targeted action—and then again and again. This singular step-wise approach is so important because, as the literature review demonstrated, people are more apt to adopt one behavior at a time, as opposed to undergoing an entire lifestyle change. For example, the primary action would be “don’t litter.” Once they are involved, we would follow up with the participant via email/social media, asking them to attend a clean-up event, then to “tell a friend”, etc.

### THE BRAND---*WHAT IS THE OVERALL, OVERARCHING IDENTITY OF THE CAMPAIGN?*

The brand should appeal to the target audience: it should be cool, fun and kitschy in name, program language/materials, design and aesthetic. The brand slogan should encompass an idea beyond litter, norms and the environment to include the cultural identity of the Bay Area, such as “Keep the Bay Golden”, for example. These elements will create a link between the campaign’s identity and how it relates to the target audience.

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<sup>1</sup> It is important to note that certain key terms in addition to overall campaign language should be field-tested during the message development phase (while creative designs are being assembled for the advertisements). For example, “litter” vs. “trash” as well as “bay” vs. “ocean” should be field-tested to ascertain the target population’s understanding of these terms, in addition to identifying the most easily and commonly comprehensible terminology to express these ideas.

The brand should ultimately convey a call to action and appeal to the youth's concern with fitting in and being part of a norm, while also playing off of their drive to feel empowered—as though their actions are making a real impact on the world around them.

**THE FACE---***WHO/WHAT WILL BE THE "FACE" OR THE AMBASSADOR OF THE CAMPAIGN?*

The outward faces of the campaign, or the message ambassador, are the youths themselves. The face should show the public that this campaign is created for youth, by youth.

The "face" is distinguished from the "brand" such that the face comprises only one facet of the larger campaign identity.

**THE ANGLE---***HOW WILL THE CAMPAIGN BE PRESENTED?*

The angle, or how the campaign is presented to the target audience, will be differentiated by each sub-group of the larger target population. This campaign is comprised of two basic audiences: the Green Crusaders, and then everyone else between the ages of 16 and 24. For the Green Crusaders, the angle will center on ocean water quality. However, ocean water quality is a monumental topic, so focusing on a specific aspect of water quality would probably be more effective. To that end, when targeting Green Crusaders, the campaign could focus on the health of a singular, iconic Bay Area marine animal, such as the sea lion. By focusing on the sea lion, the issue now has a face—it is a living, breathing thing as opposed to an ugly intangible, such as discarded trash.

For everyone else in this age group (including the general advertising campaign), they are more likely to respond to social norms as opposed to environmental concerns, as demonstrated in the literature review. So for this target audience, the angle will be focused around two norms: (1) that littering is "something that kids do", and (2) that everyone else is picking up after themselves. As demonstrated by the literature review, this group above all others is most persuaded by the actions and social norms set by their peers. Moreover, as young adults, this group is also eager to rid themselves of stereotypes and behaviors that are seen as "childish".

**KEEPING IT RELEVANT---***HOW WILL THE CAMPAIGN MAINTAIN A CONNECTION WITH THE TARGET AUDIENCE?*

To maintain a connection with the target audience, the campaign should develop a "youth panel" that provides feedback on the campaigns, while also taking ownership over its direction. Relevance could also be maintained by partnering with highly youth-trafficked and credible establishments, such as local boutiques and nonprofits.

### III. FIVE-YEAR LITTER MARKETING STRATEGY

#### 1. COMMUNICATIONS STRATEGY GOALS & OBJECTIVES: AN AERIAL VIEW

The overarching goal of the following advertising campaign strategy is to encourage the target population to curb and eventually eliminate their littering behaviors. In promoting this behavior change, the campaign will apply a series of strategies to encourage the viral spread of anti-littering messages through peer-to-peer networks of communication. This grassroots approach will seek to incite action among the target youth audience, allowing for engagement and empowerment in the peer-to-peer distribution of campaign messages. By promoting these specific, action-oriented messages, the campaign will be better equipped to successfully mold the behaviors of the target population by attempting to influence the social norm.

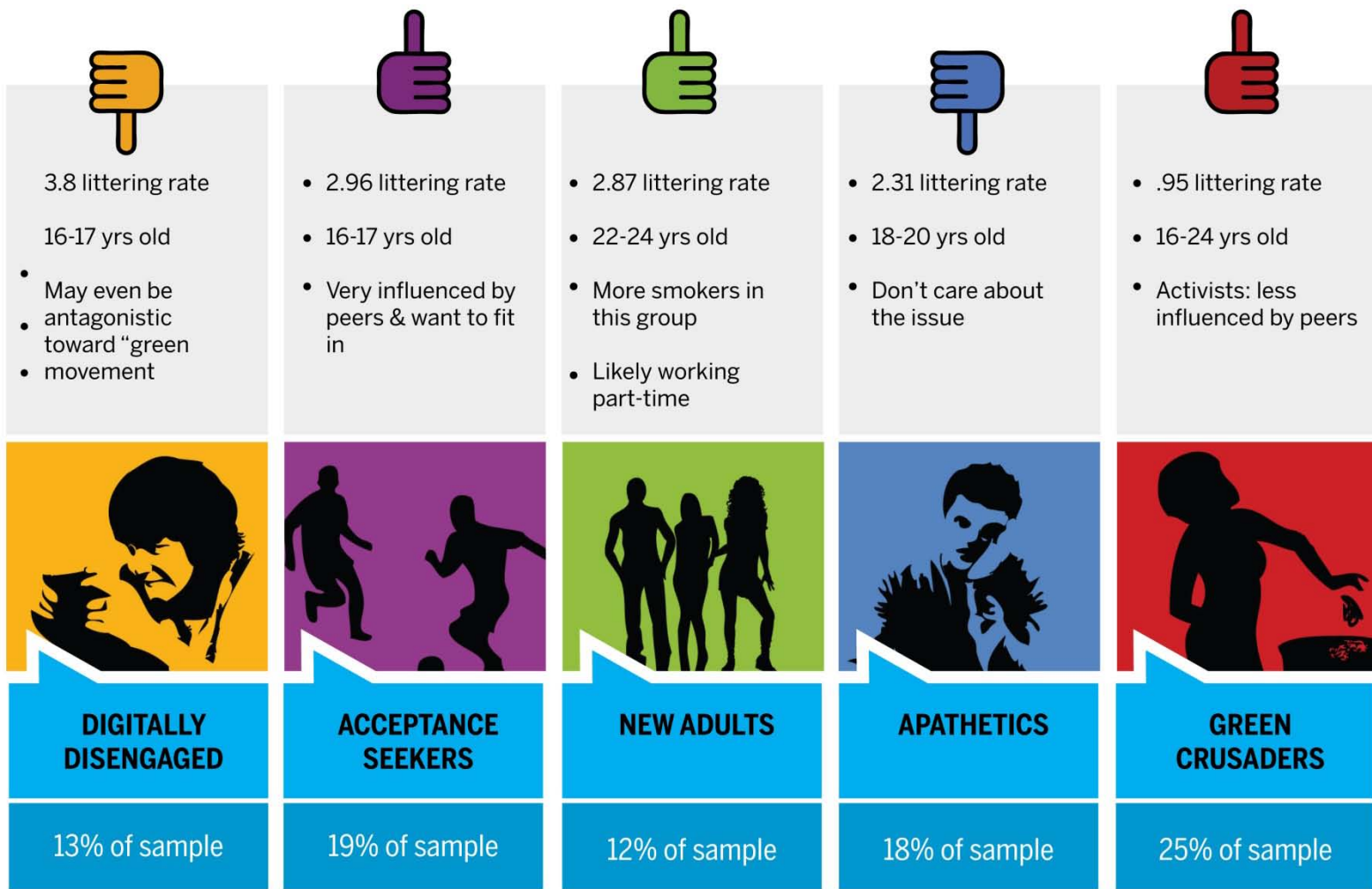


#### 2. Hi, My Name Is...Identifying & Tracking Your Audience

Targeting messages to specific audience groups helps conserve finite program resources by focusing efforts on those groups who engage in the target behavior most frequently (i.e., youth littering behaviors). By refining marketing efforts and messages to a well-defined subset of the larger population, the program will be able to target resources more efficiently, while also strengthening the impact of the message through this tailored approach.

The target audience for this campaign is comprised of youths aged 16-24, residing in the eight Bay Area Counties participating in BASMAA. Utilizing SGA's 2009 Keep Los Angeles Beautiful Youth Litter Study, we have further refined this general audience into five unique sub-populations, each distinct in their respective attitudes, beliefs, general characteristics and propensity to littering. These sub-groups comprising the larger youth population include: Apathetics, Digitally Disengaged, Acceptance Seekers New Adults and Green Crusaders.





## 2009 KEEP LA BEAUTIFUL YOUTH LITTER STUDY

Figure 1:

Note that the "thumbs up" symbol represents audience sub-groups that the campaign will focus on reaching directly, while the "thumbs down" symbol represents audience groups that the program will not specifically reach out to, but will be affected through indirect interactions with the target audience groups.

As illustrated by the image above, each group differs in terms of their propensity to litter, as well as their propensity to adopt more sustainable behaviors. For example, the Digitally Disengaged and Apathetics are not only most likely to litter, but they are also least likely to care about the negative effects associated with littering and to engage in positive changes. As a result of this finding, this campaign will not seek to engage these extremely hard-to-reach groups directly, and will instead focus energies on the other three subpopulations most likely to change and also use them as a catalyst for reaching the other two. Therefore, the target populations for this campaign include the Green Crusaders, New Adults and Acceptance Seekers. Collectively, these three groups account

for 56% of the youth population. As defined by the 2009 Youth Litter Study, these audience groups are defined according to the following characteristics.

#### Target Sub-Population 1



**Green Crusaders:** These youths, which are found across all age groups between the ages of 16 and 24, are the least likely to litter. They are high in environmental concern, they are likely to feel guilty for littering, and they report that their friends do not litter. They are less likely to smoke cigarettes, watch less TV, spend more time volunteering, less time in organized sports, less time playing video games, and are less likely to attend church. They are also generally knowledgeable about what happens to litter

on the ground. *Green Crusaders* widely perceive fewer reasons for not properly disposing, and they are willing to overcome greater barriers to avoid littering. In general, they are less influenced by perceptions of peers and more motivated to act on their personal convictions. They are already invested in the environmental issue and are likely to be invested in other types of activities as shown by their propensity for volunteering. It is important to note that this group is not completely void of any littering behavior; however their propensity to litter is far less than that of other groups.

#### Target Sub-Population 2



**New Adults:** These young adults are working and not currently attending school. They are typically over 18, have a higher probability of smoking (55%), spend fewer hours in sports, fewer hours watching TV, fewer hours playing video games, and are less likely to attend church. They are less knowledgeable about what happens to litter on the ground. Since this group is older than the average college age and more likely to work, it is assumed that they are becoming part of the adult

workforce, having a different role in society than they did when younger. Because of their working status, they may perceive themselves as increasingly more a part of this society that the *Digitally Disengaged* find themselves rebelling against.

#### Target Sub-Population 3

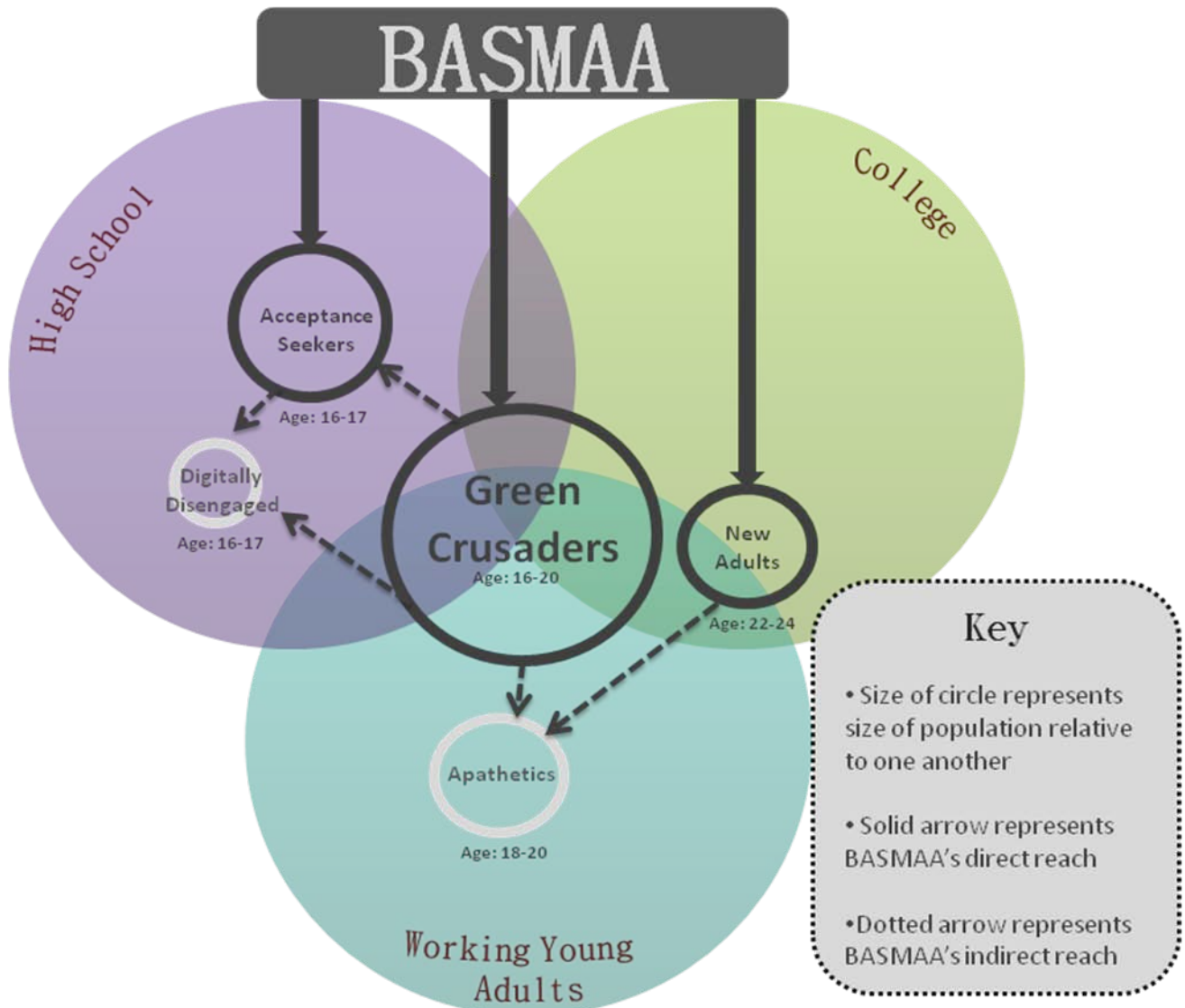


**Acceptance Seekers:** These youth are still typically in high school and may be termed the 'over-achievers' who care about their academic performance, and are involved in sports and other organized activities. They are less likely to smoke, more likely to volunteer, less likely to work, and more likely to attend church. They are less knowledgeable about what happens to litter on the ground. They are strongly influenced by their

parents and their peers, and are likely to be swayed by their actions. Since they are highly influenced by their social networks, we can assume that they want to fit in, and they seek acceptance among these groups. Environmental concern is not high on their scale of things that they care about.

**Figure 2**

The strategies described above and below will not only directly reach the three target populations, but messages will also affect the harder-to-reach groups through cross-pollination and viral-sharing between groups.



As the plan below will describe, the campaign will demand a tremendous amount of interaction between the program and these three youth populations. Offering this opportunity for engagement provides a cost-effective means for increased participation on the part of the audience members, in addition to an increased opportunity for directly tracking campaign progress on the part of the program.

To track this participation and maintain engagement, the program is advised to build a database that would include the participant's name, mailing address, email address and the way the participant first came into contact with the program (e.g., an outreach event, program website, through a friend, etc.). In addition to general contact information, each database should also describe to what extent each participant has been involved in the project (e.g., signed up for Facebook page, entered viral video contest, etc.). The database should then record a follow-up action that should be taken for each participant (e.g., send email invitation to participate in a clean-up, respond to a Facebook wall post, etc.) to automate and streamline interactions and as a way of asking for an increased number of commitments.

#### **LEVERAGING EXISTING RESOURCES**

Start the database by collecting emails and names from all of the contacts that have been made through the existing County efforts such as the annual Coastal Clean Up events that the Counties host.

### **3. TO THE POINT: KEY CAMPAIGN MESSAGES**

#### ***3.1 Overall Messaging Strategy***

As mentioned earlier, the overall goal is to deliver a set of targeted messages that not only increase the audience's awareness of the issue, but that actively reduce their littering frequency. This approach is characterized by Community-Based Social Marketing's (CBSM) stepwise process for behavior change, as described in the literature review:

- Phase 1. **Raising Awareness (General Advertising Campaign):** The campaign will begin with raising awareness of the newly launched youth-focused campaign. Targeted advertising will encourage viewers to visit a website or enter a contest.
- Phase 2. **Produce Engagement:** The ultimate goal of the advertising campaign will be to involve the youth into the program, either by joining a Facebook page, entering our contest, playing our quiz, etc. This is where the program will have the opportunity to get the youth involved in the program (e.g., by obtaining their email address, Facebook sign-up, etc) in order to continue sending the participant information throughout the life of the campaign.
- Phase 3. **Change Behaviors:** To move the audience along the behavior change continuum, the campaign will develop a feedback mechanism facilitated by electronic platforms such as email marketing and social networking sites to continue to encourage participants to engage in increasingly more difficult behavior changes.
- Phase 4. **Maintain Engagement:** To maintain the engagement and behavior change that has been achieved, the campaign will continue to utilize the feedback and engagement tracking mechanisms to automate interactions with the target audience.



Figure 3:

A visual representation of the “road to behavior change,” demonstrating how the various program activities will move participants to increased awareness, engagement, and eventually, behavior change.





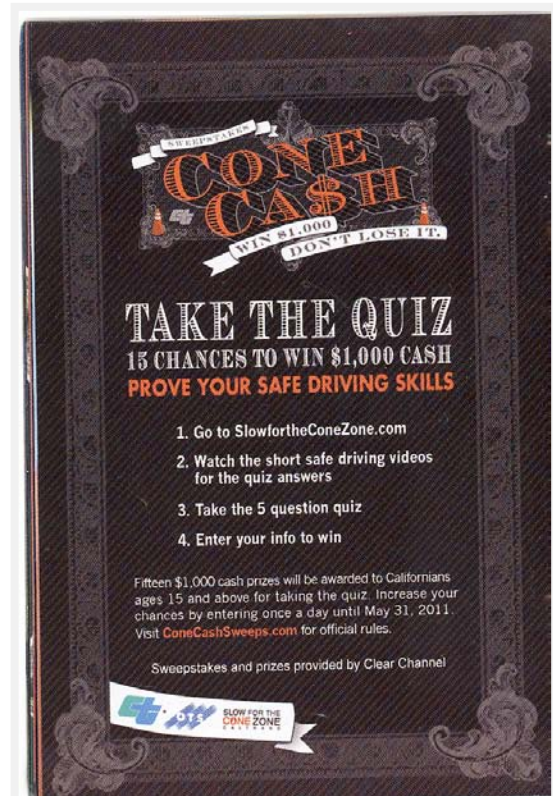
### 3.2 Specific Messaging Strategy

Throughout each phase of the campaign, messages will be action-oriented and will mirror the behavior-change continuum of awareness to engagement to behavior change. As mentioned above, the general advertising campaign messages will only focus on the first two steps of the continuum—raising awareness and producing engagement. For example, to increase awareness, the campaign would convey that negatively impacting the Bay by littering is frowned upon by your peers (i.e., not the norm). The second engagement phase of the campaign would then ask teens to join the movement. In moving along this behavior-change continuum, the campaign's messages and specific steps may include those described below.

**Phase 1. Getting Their Attention:** As mentioned above, the campaign will begin with raising awareness regarding how to get involved in the campaign.

- For the general advertisements, we suggest using social norms as the primary motivator in encouraging behavior change. For these groups, the angle will be focused around two norms: (1) that littering is “something that kids do”, and (2) that everyone else is picking up after themselves.
- For the more targeted one-on-one outreach (e.g., BASMAA youth panel), the angle will center on a specific aspect of water quality, given the size and scope of water quality in general. To that end, campaign messages will focus on the health of a singular, iconic Bay Area marine animal, such as the sea lion. By focusing on the sea lion, the issue now has a face—it is a living, breathing thing, as opposed to an ugly intangible, such as discarded trash.

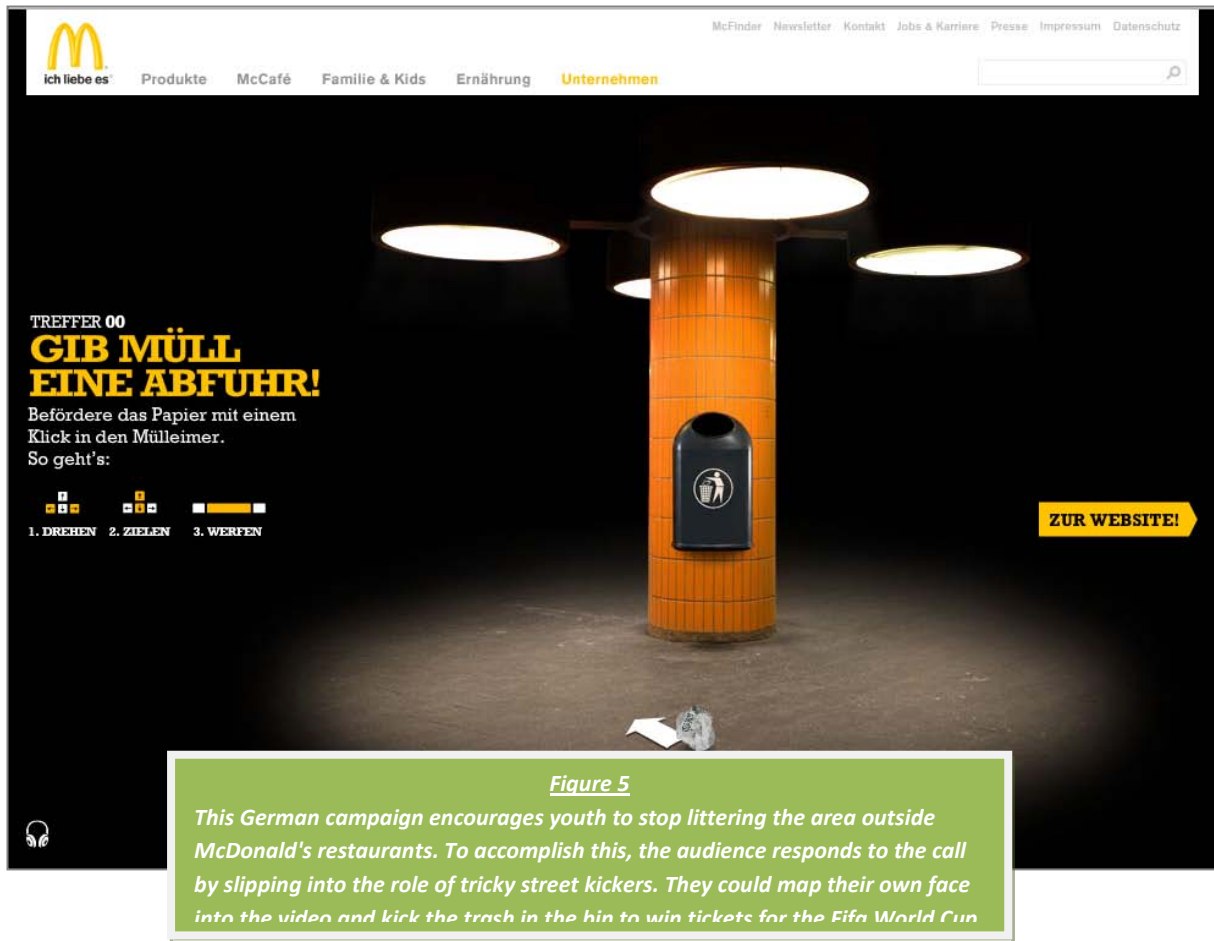
**Phase 2. A Call to Action Is Issued:** In addition to the overarching campaign message, a call to action would also be issued to encourage teens to “join the movement” by, for example: signing up for the program's Facebook page, email list, text-messaging campaign, enter a raffle, play an online game, etc. In order to generate the most interest, this initial call to action should ideally be associated with a “cool” prize or giveaway. It would be in BASMAA's best interest to secure a private partner (see 4.3.4) in order to allow for a prize that would be of interest to the youth. See Figure 4 and 5 as an example of campaigns that either secured or are led by the private sector, Clear Channel and Mc Donald's, respectively. For BASMAA, promotions could resemble a year's worth of tickets to the Giants' games.



**Figure 4**

*This Caltrans advertisement issues their call to action by encouraging youth to take a quiz for a chance to win a prize, while raising awareness about safe driving in the process. Strategically placed in a concert booklet with an edgy design, this call to action piques the interest of their target audience.*

Phase 3. **Recipients Respond to the Call:** Viewers of the campaign would then respond to the call to action by taking a pledge to reduce their littering behaviors (for example, "I take the pledge against littering" or "I take the pledge to pick up one piece of litter a day"). In taking the pledge, participants would be required to submit a form that includes their basic contact information (e.g., email address). The program would then use this information to increase, maintain and track their engagement throughout the life of the campaign.



**Figure 5**

*This German campaign encourages youth to stop littering the area outside McDonald's restaurants. To accomplish this, the audience responds to the call by slipping into the role of tricky street kickers. They could map their own face into the video and kick the trash in the bin to win tickets for the Fifa World Cup*

Phase 4. **Feedback Is Provided:** After taking the pledge, the program would follow up with the participant with the information collected in Phase 3 to reinforce their positive behavior. For example, the program could send an electronic "I Took the Pledge" certificate that participants could plug in to their Facebook pages by copying and pasting a strip of HTML code onto their walls.

Phase 5. **Recipients Are Asked to Do More:** At this phase, the program would gradually expand the participant's level of commitment by continually requesting that they take on increasingly more involved litter reduction habits. In increasing order of commitment, these requests could include:

- Pick up one piece of litter a day
- Participate in contests (e.g., found art contest)





- Participate in a clean-up or organize your own clean-up
- Participate in the BASMAA youth advisory board
- Participate in the program's Speaker's Bureau

#### 4. BUILDING A MOVEMENT FROM THE GRASSROOTS: DISTRIBUTION MECHANISMS

##### 4.1 *The 800-Pound Guerilla: Harnessing the Power of Guerilla Marketing*

The centerpiece of BASMAA's youth anti-littering campaign will be the application of a number of nontraditional word-of-mouth guerilla marketing techniques. As a result of the approach's viral, word-of-mouth promotional basis and creative as opposed to expensive advertising strategies, guerilla marketing is an extremely cost-effective mechanism to reach specific target audiences. Depending on project budget, the campaign could develop and engage in a number of guerilla marketing strategies, such as:



1. **Branded Promotional Products:** To act as an incentive to engagement as well as an effective marketing mechanism, the program could develop branded promotional products by simply repurposing paid advertisement messaging and graphics. For example, the program could develop posters for college dorm rooms, tote bags for schoolbooks or beach bags.



**Figure 6**

*Panadol wants to be your drudge of choice when you have a headache, so they developed a series of excruciating ad bags to bring that fact to your attention. The full effect is realized when you either grab the bag by the grips or swing it by its strings. These kinds of branded promotional items get the message across, while increasing interest in what's being promoted.*

2. **'Fun Factor' Public Happenings:** The program could also garner attention and disseminate campaign messages through the development and staging of fun and creative installations or happenings in unexpected public locations. For example, an "endless" trash bin could be installed in high-traffic youth zones such as malls, movie theaters and college campuses (see page 12 of Literature Review for further description of the "endless" bin). Likewise, the program could also develop unusual installations to bring increased awareness to the issue. For example, the campaign could work with local artists to create a "trash sculpture", representing the number of tons of trash released into the bay every week, month or year. These "happenings" also offer interesting material to shoot and edit into videos for the program's "viral video" efforts.
3. **Interactive Online Platforms:** To produce direct engagement with the target audience, the program could utilize interactive online social-marketing platforms that allow teens to not only be the content consumers, but the content producers. This type of content-producing engagement could be facilitated by a series of contests targeting youths. For example, the program could create a "clean street contest" where the community would be tasked to take a picture of a clean street and submit it electronically. Then on a regular basis, every week or every month, the best photo would be selected and featured on the website homepage and Facebook page. In addition to this public recognition, each winner would also receive one of the program's promotional products. As a result of this type of contest, not only are youths engaging in the program, but they are also producing content to feed online platforms.

#### ***4.2 The Social Network: Staying Connected with Electronic Media***

Today's teens are highly connected to their social networks, seek engagement and actively build and contribute to their growing on- and off-line communities. The campaign will therefore seek to leverage this connection to and valuation of social networks to create "viral vehicles" of communication through peer-to-peer messaging across a variety of the platforms. Not only are youths more likely to respond positively to outreach provided by other youths (than to that which is provided by other parties), but the capacity for a "viral" campaign exists within a program that actively seeks out peer-to-peer tactics. Additionally, this type of viral online campaign will also produce a tremendous return on investment regarding the scope of its reach.

The use of electronic communication and social media will also allow the program to regularly spread program messages on a continuous basis. Frequent message saturation and easy online access to participants will allow the program to ask for increasingly more involved levels of commitment and engagement. As a result of the interactive nature of online outreach, all other program components (paid advertising, in-person outreach, guerilla marketing, etc.) will be coupled with an opportunity for the audience member, if they are interested, to become further involved with the program online. In developing this e-engagement program, SGA recommends taking the following step-wise approach. The goal of the strategy described below is to first build off simple actions to grow into more complex efforts as the online movement gains momentum.

1. **Building a Program Hub (Website):** A campaign website should be developed to act as the "program hub", housing all relevant information, messages and ways to get further involved in the program. The site should remain consistent with the messages and branding of all advertisements and

collateral material produced. As the program hub, it should connect users to other online campaign components such as the Facebook page, YouTube Channel and blog. To increase exposure, the page should also cross-link with relevant organizations to attract additional user traffic.

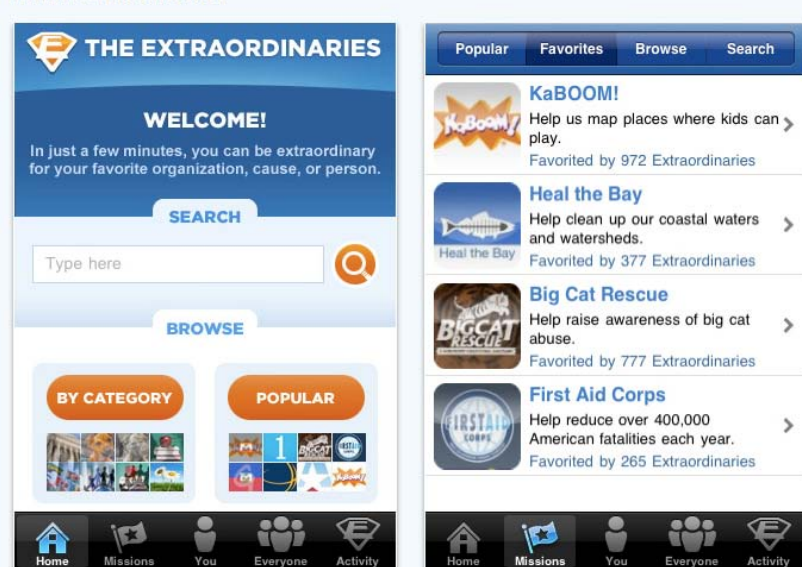
### LEVERAGING EXISTING RESOURCES

By linking up with the Facebook pages of Contra Costa Clean Water Program, Sonoma County Water Agency and Santa Clara's Watershed Watch, the program could instantly leverage over 600 fans!

2. **All a Buzz with New Media (Social Networking):** While developing a website presence, the program should also start a Twitter and/or Facebook page to allow for a more continuous dispersal of program information and increased opportunity for audience engagement.
3. **Virtual Soap Box (Blog):** After developing the website and social networking tools, the program should start a blog where messages can be coupled with more extensive write-ups and user-generated content. Blogs also allow for the opportunity to reach out to audience members beyond those currently connected with the program, as their infrastructure includes the built-in capacity to push forward campaign messages through their viral network of readers and content-producers.

4. **In the Loop (e-Newsletters):** To quickly and efficiently foster youth involvement, BASMAA should develop an e-Newsletter that would be sent to individuals who provided their email address at community events or signed up for the Facebook page, for example. Email tends to be a less-popular medium among youth, compared to social networks like Facebook or Twitter. For that reason, we recommend using the email list as the secondary mode of communication with this audience for information that is most conducive to this medium (e.g., clean-up tool kit, BASMAA youth panel application form).

#### iPhone Screenshots

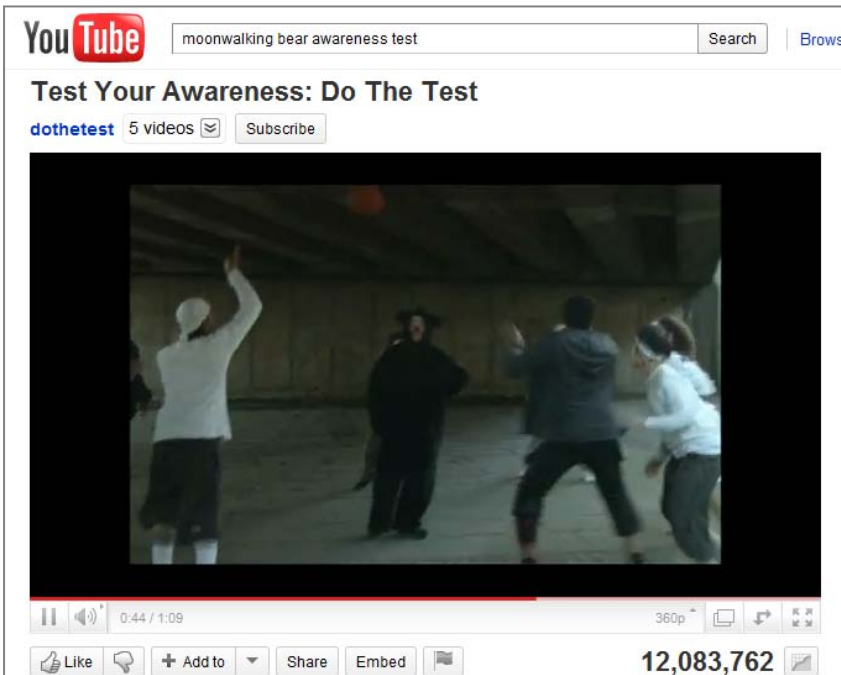


**Figure 7**

*The Extraordinaries are a San Francisco-based group whose mission is to get people to volunteer whenever it's convenient. Mixing social media technology with cell phone accessibility, All the volunteer needs is The Extraordinaries' free iPhone app to get involved.*

5. **Not Your Average Text (Text Messaging):** Given the amazing prevalence of cell phone usage among teens, text messaging has become a vital vehicle of communication. The program should capitalize on this opportunity by creating a simple SMS text-message campaign, where participants on the distribution list would receive periodic texts notifying them of important program happenings





**Figure 8**

*Transport for London's "Awareness Test" viral video strikingly demonstrates how easy it is to overlook huge details – like the moonwalking bear that glides across the background, somehow below the radar of the average video before the pause and replay. This government-funded public awareness video has garnered an astounding 12 million + views. Check it out: <http://bit.ly/cvKIQk>*

and time-sensitive events, or we recommend that the program plug into or create systems that allow youth to easily volunteer in their community.

**6. The Inner Spielberg in All of Us (YouTube/Viral Videos):** After building out a basic social networking framework, the program should then move to the development of a program YouTube Channel. BASMAA will need to create an online video strategy that positions its YouTube channel as its primary vehicle for video advertisements, thereby replacing costly television ads. The "YouTube ads" will be made up of videos that are edgy and engaging in the hopes of making them go viral, thereby activating the peer-to-peer information sharing and giving the program added credibility. The YouTube channel will also allow the program to quickly and easily post videos captured at outreach events and beach clean-ups.

**7. You've Gotta Give a Little, to Get a Little (Strategic Online Partnerships):** In building the campaign's credibility among the youth audience and growing its e-community to disseminate messages, the program should seek to develop a broad coalition of online support. To accomplish this, the program should identify related blogs, Facebook and Twitter pages, websites and YouTube channels, and regularly provide comments, respond to posts, provide expertise and/or share relevant articles. Collectively, these efforts will feed the larger effort by providing a mechanism for program messages to reach the wider audience and grow credibility through this cost-efficient "word of mouth" capacity.

### 4.3 Strategic Partnerships

Developing strong relationships with local community groups, businesses and organizations will be important in the successful execution of the campaign. To effectively reach and influence youth populations, the program should seek stakeholder input and assistance across a number of key objectives, including: (1) refining program messages, (2) identifying message distribution channels, and (3) leveraging their own networks to distribute messages. In addition to providing insights, partnering with trusted local organizations and businesses also offers a number of built-in channels to engage the target audience, build off partner networks and develop trust and legitimacy in the youth community. In seeking out potential partners, the program should develop a central list identifying these key organizations, which would be added to the

aforementioned contact database of program participants. Potential partners that will likely appeal to the relevant interests of the youth audience include:

1. **Established Youth Groups:** Reaching out to existing, well-established groups, comprised of and targeted to youth populations, would be the first set of organizations that the program should reach out to. As the low-hanging fruit, these groups would offer unparalleled exposure to the target audience, providing comprehensive networks through which messages could be distributed. In addition to being youth-centric to provide access to younger populations, each organization should also focus on interests relevant to the campaign, occupying the spaces where Acceptance Seekers, Young Adults and Green Crusaders may inhabit. These spaces might be organizations with a community or service focus, environmental groups and youth empowerment centers. More specifically:
  - High-school community service clubs
  - Local surfing teams
  - Youth-oriented outdoor adventure clubs
  - Youth empowerment centers and organizations, such as:
    - Oakland Youth Empowerment Center (<http://www.youthec.org>)
    - Santa Clara Valley Water District Youth Commission ([www.valleywater.org/Newsletter/October2010/YouthProgram.aspx](http://www.valleywater.org/Newsletter/October2010/YouthProgram.aspx))
    - Alameda County & Berkeley's Mobilize project ([www.mobilize.org](http://www.mobilize.org))
    - Santa Clara County and Mountain View's Global Youth Connect ([www.globalyouthconnect.org](http://www.globalyouthconnect.org))
    - Bay Area's Alliance for Climate Education ([www.acespace.org](http://www.acespace.org))
2. **BASMAA "Youth Panel":** The program is also advised to develop a Youth Advisory Panel to engage the target audience, build off panel member networks, foster trust and legitimacy in the youth community, and provide insight on BASMAA with regard to program messaging and distribution tactics. Participation in the panel would be positioned as a volunteer opportunity when presenting the idea to youths and school districts. To get the panel off the ground, the program may need to conduct several school presentations to recruit candidates, accompanied by an application. Ultimately, the panel would consist of a diverse group of representatives from high schools across the various Counties. Long-term plans for the panel includes projects that are initiated by BASMAA and then disseminated through the various areas by panel members (e.g., start a conservation group at your school, adopt a sea lion program, install a rain garden on your campus, etc).
3. **Schools, Universities and Educators:** Figurative "youth beehives," places of education are natural partners for the program to engage in reaching the target population. Reaching out to area high schools will be a necessary step in recruiting potential "Youth Panel" members, in addition to reaching established college and high school clubs and organizations. Beyond reaching individual students or key organizations, local high schools and universities should be viewed as strategic partners in spreading BASMAA's anti-litter message. In developing these strategic partnerships, the program should establish relationships with educators at high schools and institutions of higher learning. Through these partnerships, teachers and professors would act as conduits in reaching the target youth population.

#### **LEVERAGING EXISTING RESOURCES**

**Working off Santa Clara's Zero Litter Initiative could be a great way for the program to build exposure, while also factoring into wider policy issues.**

4. **Conservation Groups:** In seeking out partnerships with environmental organizations, it is also important to ensure that these groups are involved or are at least seen as credible within the target youth audience. A sample list of potential organizations include:
  - Sierra Club
  - Save the Bay
  - Surfrider Foundation
  - San Francisco Estuary Partnership ([www.sfestuary.org](http://www.sfestuary.org))
  - North Bay Watershed Association ([www.nbwatershed.org](http://www.nbwatershed.org))
5. **Commercial Business Partners:** Partnering with highly youth-trafficked local businesses would build exposure, credibility and leveraged resources. For example, developing partnerships with businesses may allow the program to request donations from them to be used as incentive prizes during contests. Some of the businesses (e.g., small music venues, coffee shops) may also post program posters and materials where their patrons could see them. Potential business types include:
  - Independently owned clothing boutiques and vintage stores located in areas with a high volume of foot traffic within the 16-24 age bracket
  - Fast-casual restaurants and juice bars, particularly eco-conscious institutions
  - Coffee shops and tea houses
  - Small music venues
  - Professional sports teams

**LEVERAGING EXISTING RESOURCES**

**The program could leverage existing strategic partnerships with businesses already participating in the Watershed Watch Discount Card.**

#### ***4.4 Community Events***

Community events offer a unique opportunity for the program to directly engage with the target audience and qualitatively assess how campaign messages are being received. Community events also offer a significant opportunity to collect critical contact information to feed the larger social-media effort. Mirroring the strategy used to identify potential partners when selecting community events, the program should target those catering to the interests of the target population, which include:

**LEVERAGING EXISTING RESOURCES**

**Litter campaign messages and materials could also find their way into environmental events and fairs that various counties are already staffing as per the NPDES permit.**

1. **Conservation, Water Quality and Environmental Events:**

Potential events might include the Berkeley Earth Day Celebration, which has been widely popular for over 40 years ([www.bayareaeearthday.org/berkeleyearthday/index.html](http://www.bayareaeearthday.org/berkeleyearthday/index.html)) or the Bay Area

Environmental Education Resource Fair ([www.baeerfair.org/](http://www.baeerfair.org/)).

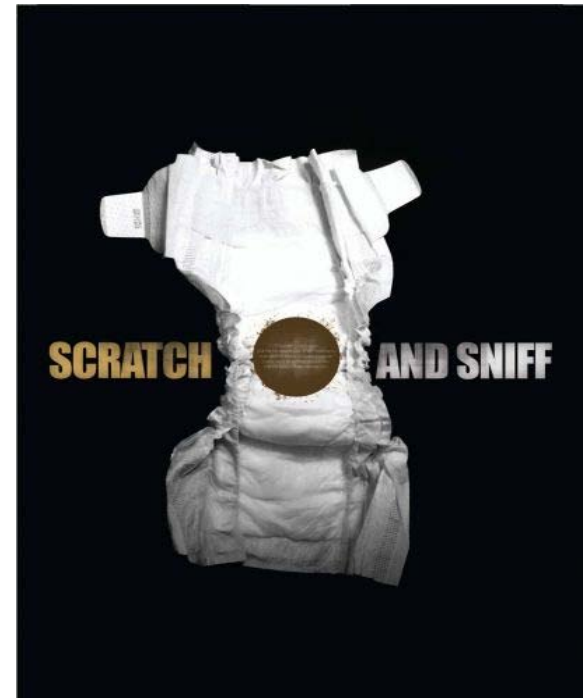
2. **Youth-Focused Events:** Like environmental fairs, there are a number of youth-focused events to choose from in the Bay Area. A few examples include the iconic, 100-year running Bay to Breakers (<http://baytobreakers.com/>), as well as San Francisco's famous Lovefest Parade ([www.sflovevolution.org/home.php](http://www.sflovevolution.org/home.php)).



#### 4.5 Paid Advertising

The use of traditional paid advertising should be limited to highly targeted outlets that ensure the eyes and ears of our target population. These venues include:

1. **Niche Outlets:** Print advertisements should be limited to targeted, niche publications that boast high rates in youth readership and inexpensive ad placements, such as San Francisco Weekly and high school and college newspapers, yearbooks, concert programs/booklets.
2. **Online Ads:** Since the majority of teens consume the majority of their information online, a large percentage of ads should be placed in highly youth-trafficked sites such as Facebook and sparknotes.com. Online advertisements should also be placed in spaces that are near in both location and frame of mind to the desired behavior. For example, the program could create online placements that appear during Google searches, using specific search terms like: "beach clean-ups" and "Bay Area".



**Figure 9**

*This bus shelter ad from United Way speaks to youth to really get the point across: "This doesn't really stink but the consequences of teen pregnancy do. And this is just part of the ugly mess you'd be getting yourself into. Get the facts at [babycanwait.org](http://babycanwait.org)"*



**Figure 10:**

*Water stencils don't only provide free ad space in high-traffic areas, but they offer a powerful mechanism to tie the message directly to the location of the target behavior. Producing images related to the effects of littering at the exact locations where littering occurs, such as by storm drains or on the street, acts as a prompt for the individual to think twice before discarding their trash.*

3. **Outdoor Ads:** Ads could also be placed in targeted youth-populated outdoor locations, such as pro-bono bus shelters placements, beach and city trash bins, and park benches. Outdoor ads should be used sparingly to supplement the rest of the advertising campaign. Layouts should be direct and edgy in order to capture the audience's attention.
4. **Guerilla Ads:** To increase program exposure and engagement, the campaign could develop a series of innovative ads placed in unexpected locations. For example, the program could place advertisements in bathroom stalls at relevant locations such as music venues, coffee shops, parks and bars. To make the connection between littering and its effect on marine water quality, the program could commission a local artist to create a series of water stencils with appropriate messaging around storm drains throughout the region.



#### 4.6 Earned Media

Earned, unpaid media offers a number of opportunities to supplement the larger campaign, and in the case of the electronic media, to drive engagement. Reaching out to targeted media outlets also allows for increased program exposure at little cost. In building the media outreach campaign, the program should engage in the following three-pronged approach:

1. **Reach Out to Youth Journalists:** Ideally, the campaign should reach a point where the majority of messaging is coming from the youth themselves. Staying aligned with this principle, the program should seek out youth correspondents from major newspapers as well as student journalists in high schools and colleges so that campaign coverage is driven by the audience's peers.
2. **Connect with Online Bloggers:** Numerous online bloggers have developed enormous credibility and popularity—and occasionally cult status—within their respective communities. To generate program buzz and build legitimacy, the program should connect with prominent bloggers active within the Bay Area youth generation and environmental blogospheres.
3. **Organize Press Conferences:** To promote areas of note, such as youths creating artistic stenciling of catch basins or significant achievements such as awards, the program should organize press conferences to attain broader media coverage and attention.

#### LEVERAGING EXISTING RESOURCES

Media outreach should be in sync with BASMAA's already- existing media relations push.

## 5. MAKING THE GRADE: EVALUATION APPROACHES

### A Note About Our Approach

At SGA, we've come to rely on the term Outreach:ology to convey the unique way we approach public education. Outreach:ology (i.e., the science behind behavior change) uses a blend of Community-Based Social Marketing (CBSM) and proven tactics from social psychology and persuasion in order to influence the behavior of the target audience. CBSM focuses first on identifying the barriers and motivators of the target audience (see Literature Review, page 4), and then on finding ways to lower the barriers and increase the motivators. Social psychology allows us to use research from prominent leaders in the academic field who have tested and found tactics that work in influencing a person's behavior. By using both social psychology and CBSM as the backbone of the approach, SGA has proposed strategies throughout the plan (e.g., power of commitments, peer-to-peer communication, action-oriented messages, etc) that are all included as a result of their proven success in persuading people to change their behavior. Because these types of strategies have proven success, SGA recommends



monitoring the audience's participation (instead of their awareness) as one of the campaign's primary metrics for success. For example, getting a youth to take an online pledge would be more valuable than finding out that said youth is aware of the difference between storm drains and sewers.

### What Numbers Should Be Tracked for Success: Recommended Measures

In order to reflect the strategies proposed in the plan, the table below reflects which outreach tactics should be measured quantitatively. Specifics regarding what goals should be reached (e.g., 50 Facebook followers) will be more clearly articulated in the implementation plan.

CAMPAIGN COMPONENT	EVALUATION METRIC
<b>PAID ADVERTISEMENTS</b>	<ul style="list-style-type: none"> <li>• <i>Number of impressions per advertisement</i></li> <li>• <i>Number of interactions as a result of advertisement (e.g., if the ad encouraged the viewer to play a game, take a quiz, etc)</i></li> </ul>
<b>NONTRADITIONAL WORD-OF-MOUTH MARKETING</b>	BRANDED PROMOTIONAL PRODUCTS <ul style="list-style-type: none"> <li>▪ <i>Number distributed</i></li> <li>▪ <i>Number requested</i></li> </ul> "FUN-FACTOR" PUBLIC HAPPENINGS <ul style="list-style-type: none"> <li>▪ <i>Number of impressions (media coverage, tweets, etc)</i></li> </ul>
<b>ELECTRONIC MEDIA</b>	SOCIAL NETWORKING (FACEBOOK AND/OR TWITTER) <ul style="list-style-type: none"> <li>▪ <i>Number of "friends" or "fans"</i></li> <li>▪ <i>Number of interactions (e.g., posts/comments) from target audience</i></li> </ul> WEBSITE <ul style="list-style-type: none"> <li>▪ <i>Number of unique visitors</i></li> <li>▪ <i>Number of page views</i></li> </ul> BLOGS <ul style="list-style-type: none"> <li>▪ <i>Number of posts by program on external blog sites</i></li> <li>▪ <i>Number of comments to posts by program on external blog sites</i></li> </ul> E-NEWSLETTER <ul style="list-style-type: none"> <li>▪ <i>Distribution number</i></li> <li>▪ <i>Open rate</i></li> <li>▪ <i>Number of article click-throughs</i></li> </ul> VIRAL VIDEOS <ul style="list-style-type: none"> <li>▪ <i>Number of video submissions</i></li> <li>▪ <i>Number of total views across all videos posted</i></li> <li>▪ <i>Number of channel subscribers &amp; comments</i></li> </ul> TEXTING CAMPAIGN <ul style="list-style-type: none"> <li>▪ <i>Distribution list</i></li> </ul>
<b>EARNED MEDIA</b>	<ul style="list-style-type: none"> <li>• <i>Online news placements</i></li> <li>• <i>Print news placements</i></li> </ul>
<b>STRATEGIC PARTNERSHIPS</b>	BASMAA YOUTH PANEL <ul style="list-style-type: none"> <li>▪ <i>Number of members</i></li> <li>▪ <i>Number of interactions (meetings, events attended, etc)</i></li> </ul> <ul style="list-style-type: none"> <li>• <i>Number of partnerships with related organizations/schools/businesses, etc</i></li> <li>• <i>Dollar amount of total annual donations from local business partners</i></li> </ul>
<b>COMMUNITY EVENT</b>	<ul style="list-style-type: none"> <li>• <i>Number of eNewsletter sign-ups received at events</i></li> </ul>

## Learning from Mishaps and Successes: Monitoring and Adjusting

The most effective outreach plans are those that are able to be malleable and adjust tactics as needed. In terms of the overall strategy, periodic evaluations should be done at least once a year to allow the program to take a step back and assess what's working (and do more of that) and what's not working (and figure out how it can be improved). On a more tactical level, adjustments should be occurring on an ongoing basis. Because a good chunk of the plan focuses on online outreach, this comes with the added benefit of an ongoing evaluation component. Programs like Facebook, eNewsletters, etc., all produce statistics to see which posts are popular and which emails people are opening and not opening. This encourages a continuous stream of automated monitoring that would allow the program to optimize it's rates of online engagement and success by simply giving their users more of what they want.

Pilot testing programs are also a means of assessing effectiveness before they are implemented on a large scale. Pilot testing is best used when conducting "on the ground" outreach programs. That is, programs that involve face-to-face contact like the store outreach being done for the Our Water, Our World program. Because of the geographic area of BASMAA, face-to-face outreach was not included as an integral part of this plan due in part to the budget and the fact that the strategic plan was written to comply with the MRP's advertising requirement. However, for some components of the plan (e.g., Youth Panel), pilot testing is feasible and recommended as a way of seeing what works and what doesn't—before rolling it out on a larger scale.

## To Ask or Not to Ask: Self-Reported Surveys

SGA is aware that one of the MRP's requirements is to do a pre- and post- campaign survey before and after the advertising buy. Because we are recommending that BASMAA veer away from traditional paid advertising buys, we are also recommending that this evaluation approach be adjusted accordingly. SGA's concern with self-reported surveys are as follows: (1) They tend to place an emphasis on knowledge and awareness. As we know from CBSM, the idea that knowledge equals behavior change is an erroneous one. Case in point: every smoker knows that smoking cigarettes is bad for their health, but does this stop them from smoking? For this reason, it is amiss to assume that simply because a teen knows that storm water is untreated, that they are going to stop littering; (2) They are self-reported and therefore are limiting in their ability to get candid answers from the participants; and (3) They can be quite expensive for little return. Administering these types of surveys is often costly, and the data that is received is not always actionable or of value to the program.

SGA instead recommends taking the following approach to self-reported surveys: (1) Stay away from focusing on questions related to awareness; (2) Rely primarily on the people collected in the program's outreach database (see page 27) as the means for getting survey data. The people who become part of the program can therefore be tracked and their progress monitored in terms of how successfully they are moving along the road to behavior change. This also minimizes program costs if the surveys are sent out and collected online; and (3) Only collect face-to-face surveys in conjunction with other programs and outreach initiatives the individual cities/counties are already doing as part of MRP compliance. For example, taking surveys to a community event and doing them there. In this way, no added budget is spent in trying to collect survey data.

## 6. DOWN TO BRASS TACKS: PROJECTED BUDGET

The next step with this strategic plan would be to make it come to life—implementation! Ideally, the implementation phase would include critical decisions such as which specific tactics and level of effort should be expended in the first year, second year, etc. The focus of the first year would be to collect as many program supporters as possible (i.e., Step 1 and Step 2 from *Figure 3*) with the goal of continuing to engage them in subsequent years of the program. For this reason, Year 1 of the campaign would operate more like a traditional advertising campaign in that there will be a good amount of paid ads. As the campaign progresses and goes viral (i.e., peers sharing with peers), paid advertising will cease to be the focal point of the campaign, and the monies being dedicated to it below will instead be used for other tactics highlighted in the plan (e.g., fun factor happenings, viral videos, social media, etc). Specific about the program budget will be outlined in the implementation plan.



# Bay Area Stormwater Management Agencies Association

## Five-Year Strategic Advertising Plan "Our Water, Our World" Pesticides Program

Plan Submitted: March 28, 2011



Prepared by S. Groner Associates, Inc. (SGA)

[ehoop@sga-inc.net](mailto:ehoop@sga-inc.net)

[www.sga-inc.net](http://www.sga-inc.net)

(P) 562-597-0205

(F) 562-597-0231





To BASMAA Committee & City Folks,

BASMAA has a long history of successfully administering the Our Water, Our World program. The campaign is primarily focused on building relationships with home improvement stores and garden centers in order to arm consumers with information about how to choose less toxic pest alternatives.

This strategic plan is therefore intended to supplement much of the on-the-ground outreach that is already taking place with the Our Water, Our World program and introduce a strategy that covers both a sustained way of engaging and tracking the target audience as well as a proposed approach for implementing an advertising & online outreach campaign.

Because of the somewhat complex nature of Integrated Pest Management (IPM), change is not going to happen overnight. A person is likely not going to go from buying a can of Raid to embracing the four-step IPM continuum in a snap. Because of this, SGA recommends taking the foot-in-the-door approach. Study after study has proven that people are more likely to embrace a desired behavior if you ask them to do a little at a time ("Foot in the Door Technique", Wikipedia: [http://en.wikipedia.org/wiki/Foot-in-the-door\\_technique](http://en.wikipedia.org/wiki/Foot-in-the-door_technique)). Susie Gardener may start with buying a less toxic product and then she might learn how to identify harmful and beneficial pests and then maybe start integrating plants that attract more beneficial bugs, etc, etc. Each person's journey may look different, but the end goal is the same – get people on the road to IPM by starting with small requests and slowly making them bigger.

### **Meeting, Knowing and Listening to the Audience**

In order to get people on the road to IPM, BASMAA needs to start tracking the program audience. This would allow BASMAA to do some gentle prodding by encouraging people down the road, but it would also provide the program with the invaluable opportunity to collect stories. The stories of the audience themselves should be the face of the campaign in anything from advertisements, to media pitches, to program handouts. The art of storytelling adds credibility to any message and allows the audience to hear tips from people they identify with - their peers and neighbors.

#### *A Tale of Two Audiences*

The Our Water, Our World program has traditionally focused on do-it-yourselfers (DIYers) who are dealing with pesticide issues on their own. The strategic plan includes the DIYer audience, but it also suggests that BASMAA consider the domestic outsourcers (DO) group.

Domestic outsourcers are the folks who have a pest issue but would rather just pay someone else to take care of it by either asking their landscaper to do it or by hiring a pest control company. SGA recommends that BASMAA target this audience by providing more visibility, to them as the consumer, about landscapers and pest control operators that have received eco certifications (e.g. Bay Friendly



Landscaping and Eco Wise Certified). There are a number of organizations in the Bay Area that provide certification to both landscapers and pest controllers in less toxic pest management strategies and BASMAA would nicely be able to supplement these efforts with some positive exposure for the certified businesses.

### **Getting the Audience to Take an Action**

All facets of the Our Water, Our World program should be working in tandem to get the audience on the road towards IPM. Less toxic products and very specific pest control solutions (e.g. baits for ants) are easiest and should therefore be considered the low hanging fruit. These are the types of foot-in-the-door allures that BASMAA would use with the audience to initially get them involved in the program.

Because the purpose should be to get people involved in the program, in a long lasting way, the advertising campaign should be no exception. The ads should be driven by real stories and they should pointedly ask the audience to take some type of action (e.g. try our coupon, enter our contest, sign up for our newsletter, etc). In all cases, the strategic plan recommends placing ads in locations and outlets that are specifically targeted to the audience so that dollars are not wasted reaching audiences who are not affected by the message.

While the ads may help get the program exposure, it is the online media that will really keep the fire going. Online media helps to keep the audience involved, invested and doing something. The online space also allows for peer-to-peer sharing, message distribution and a geographic reach wide enough to cover all of the counties involved in BASMAA simultaneously.

In short, the following strategic plan embraces some key principles. Engagement and commitment are the keys to changing behavior. Stories are the program's most powerful tool. Integrated Pest Management is a journey – start simply and build to there.

Thanks for the opportunity to work on this. Happy reading!

Sincerely,

A handwritten signature in black ink that reads "Erica Hooper". The signature is written in a cursive, flowing style.

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# I. Literature Review

## 1. Introduction

This literature review is meant to inform the development of BASMAA's five-year strategic marketing campaign, key messages and distribution channels. This study aims to reveal the motivators and barriers related to homeowner and renter pesticide use and misuse throughout BASMAA's eight counties including: Alameda, Contra Costa, Fairfield-Suisun, Marin, San Mateo, Santa Clara, Sonoma & Vallejo. Additionally, the review examines communication tactics focused primarily on traditional advertising approaches used to target adult homeowners about their pesticide use. By uncovering the barriers and motivators associated with the proper application of pesticides, BASMAA's current pesticide program — "Our Water, Our World" — can be better refined and expanded by developing outreach tactics that speak to these specific barriers and motivators. The program will also gain valuable insight about preferred methods of communication when disseminating pest control and integrated pest management messages.

The importance of identifying an audience's barriers and motivators in encouraging certain types of behaviors is a central tenet of Community-Based Social Marketing (CBSM). This approach focuses on analyzing the perceived barriers and benefits associated with the target behavior that the assessor aims to promote. By developing a complete understanding of what would limit the target population in engaging in the desired behavior, the assessor can create mechanisms in the intervention that overcome or remove these perceived barriers (Alcalay and Bell 2001; Neiger, Thackery, Merrill, Miner, Larsen and Chalkey 2001; Walsh, Rudd, Moeykens and Moloney 1993).

The following literature review will discuss an array of barriers and motivators that have been identified in previous studies. All of the studies cited in this review analyzed public participation practices and tools with respect to surveys of residential pesticide use behaviors in Northern California as well as California Integrated Pest Management (IMP) and awareness programs. The results of these similar programs will provide an actionable context in developing a strategic advertising campaign to complement the current "Our Water, Our World" campaign.

## 2. Barriers & Motivators Associated with Pesticide Use

In developing this literature review, several barriers were identified with regard to adult homeowner pesticide use in Northern California. One of the most prominent barriers to the proper application or reduction of pesticide use was an overall lack of knowledge regarding (1) responsible pesticide usage, (2) non-toxic alternatives, and (3) the detrimental effects that these chemicals have on environmental and human health (Flint 2003; Matheny 2009; Brosseau 1999). For example, a 2005 awareness and effectiveness study of the "Our Water, Our World" campaign indicated that 45% of the people were unaware that there were less-toxic, safer pest control products available in the marketplace. Additionally, in a 2003 evaluation of the "Watershed Watch" campaign, a series of focus groups revealed that most participants were not aware that pesticide

use, especially within the home, adversely affects water quality (Evans/McDonough Company, Inc. 2003).

However, lack of knowledge is only one of the many barriers that may deter homeowners from engaging in a sustainable behavior. While attitudes and knowledge have been demonstrated to relate to behavior, frequently this relationship is extremely weak compared to the plethora of social, economic and cultural factors that are at play when individuals make environmental decisions (McKenzie-Mohr 1999). This correlation between knowledge and behavior change has been demonstrated across several studies, including an evaluation of the San Francisco Public Utilities Commission's "Grow It! And Control It!" program (Godbe Research Gain Insight 2005). The evaluation showed that even when homeowners had recently been exposed to information about the relationship between pesticides and water quality, approximately 75% of those same homeowners did not adopt more responsible pesticide use behaviors (Flint 2003).

This pattern of behavior reveals that while lack of knowledge is a barrier to thoughtful pesticide use, knowledge alone does not necessarily predicate the desired actions. To raise awareness in such a way that the individual's increased knowledge base translates into behavior change; more focus should be made on the specific actions that can be taken to achieve the desired results (Flint 2003).

### ***2.1 Stick to Clear & Simple Messaging***

A fundamental step in crossing the divide between awareness and behavior change is utilizing targeted and effective messaging. The markers of effective communication are numerous; however, two of the most important characteristics are clarity and simplicity. To achieve behavior change, the desired actions associated with the plan must be effectively and explicitly communicated to the target audience. This necessity for clear, simple and actionable message points regarding the proper use of pesticides is evident in a 2003 survey of over 3,200 Northern California residents. One of the questions in the survey asked "Do you follow (pesticide) label directions?" — To which 33% responded "No" (Flint 2003). This result was echoed in a related study examining the differences between residential and commercial pesticide use. Survey findings highlighted that households are generally less likely than farmers to use pesticides, read labels and take precautions (Templeton 1998).

Programs across the country have also identified this challenge and have developed several recommendations in crafting clear and simple message points to encourage responsible pesticide use. For example, a study evaluating the Watershed Watch Campaign prepared for the Santa Clara Valley Urban Runoff Pollution Prevention Program revealed that gardeners were receptive to reducing pesticide use under the condition that specific and actionable recommendations are provided (Evans/McDonough Company, Inc. 2003).

This finding demonstrates that messages should clearly answer the basic question: What is the desired action? Additional academic research supports this claim, finding that messages that are clearly articulated are more likely to be comprehended and abided by than those that are more complex (Brunetti Tomasik and Taraba 2000; Regger, Wootan, Booth-Butterfeild and Smith 1998). Incorporating these recommendations in the current work, the campaign may consider determining and prioritizing the top three pesticide



best practices that would have the largest pollution prevention impact and focus advertising messaging and outreach exclusively on those key steps.

## ***2.2 Demonstrate Convenience & Direct Benefits***

People are most willing to undertake relatively “cheap” activities, in the sense that they require few major behavioral changes or relatively small investments of time or money. As a result, the advertising campaign should demonstrate to consumers that proper pesticide or integrated pest management (IPM) use is not only “quick and easy,” but directly benefits them in some way. For example, a Santa Clara Valley Urban Runoff Pollution Prevention Program affirmed that communications promoting a specific behavior change should emphasize minimal effort required and personal benefits accruing from the action (Fairbank, Maslin, Maulin & Associates, 1999). Similarly, a study evaluating home gardener preferences and behaviors associated with pest management strategies found that homeowners and gardeners indicated a strong desire to use a pest control method that was easy to use, but when factors such as harm to humans or the environment were incorporated into the scenario, the broad majority also desired to use the method that would impose the least amount of harm (Matheny 2009).

Oftentimes, convenience is simply a matter of perception, as opposed to a reflection of reality. As a result, the convenience barrier can be successfully overcome through targeted messages. For instance, homeowners considering a transition from the use of conventional pest control products to integrated pest management methods (IPM) have anecdotally suggested that they will often choose to utilize a “simple” pesticide solution rather than IPM approaches. This demonstrates a preconceived notion that IPM strategies may appear inconvenient, costly and difficult to adopt (Matheny 2009). Similarly, McKenzie-Mohr points out those external barriers such as the “inconvenience” of adopting IPM strategies “are to some extent a matter of perception” because “after people have experience with an activity, they often come to see that activity as being more convenient than when they first began.”

## ***2.3 Combine Motivating Messages with Visual Images***

Communications campaigns have demonstrated that utilizing tangible visual images can be extremely influential in not only creating awareness, but changing behavior (Horn 1999; Roam 2008). The text-heavy nature of many public engagement and/or environmental campaigns often results in a “shut-down effect,” where community members are simply overwhelmed by the number of messages to which they are exposed (American Dietetic Association 1995). To this effect, a picture is really worth a thousand words, particularly in the information age, where individuals are constantly bombarded with complex information. Utilizing effective visual images can therefore be very successful in communicating program messages.

Through examining the “Our Water, Our World Promotional Awareness and Effectiveness Study” conducted for BASMAA in 2005, the top motivators to buy a less-toxic product for people who were planning to do so on the day they were interviewed were: “Health and Human Safety” (51%), “Environmental Concern” (46%) and “Pet Safety” (44%). Of the participants who were *not* planning on buying a less-toxic product, “safer product method” was still the top motivating factor (45%). The program’s key messages would benefit from emphasizing these behavioral drivers: human, pet, and environmental health and safety, preferably through visual, non-text-heavy formats. The Watershed

Watch Campaign survey prepared for Santa Clara Valley noted that focus group participants did not respond well to stormwater materials that were too text-heavy and did not clearly state the issue (Evans/McDonough Company 2003). Thus, program messages and advertisements should focus on the aforementioned behavioral motivators through a visual format.

#### ***2.4 Keep It Personal: Tailoring Materials to Your Target Audience***

After developing a strong understanding of the target audience, advertising messages and materials should speak to the specific attitudes and beliefs of the target population to increase participation. Adding a “personal touch” to the outreach materials by tailoring them to the target audience — in this case, homeowners and gardeners — and relating the information to what the audience already knows could encourage participation by increasing the impact of the message (Schultz and Tabanico 2008).

#### ***2.5 Utilize Prompts***

Prompts, or images or phrases that serve as an aid to remind people to perform an activity, can be powerful behavior-change tools. A trait almost every person possesses is forgetfulness, which is why prompts are so useful. People oftentimes overlook sustainable behaviors, not for lack of motivation, but simply for forgetting. With the help of prompts people are more likely to engage in a particular behavior, as they are provided with a reminder to do so. For a prompt to reach its pinnacle of effectiveness, it should be delivered as close in space and time as possible to the target behavior. Prompts are also typically most effective when they are used to reinforce overall campaign efforts and messages, as opposed to acting as a stand-alone piece.

#### ***2.6 Utilize Person-to-Person Contact to Distribute Materials***

Numerous studies have demonstrated that personal contact is the most powerful outreach mechanism in influencing individual attitudes and behaviors (McKenzie-Mohr and Smith 1999; Neiger *et al.* 2001; Schultz 2002; Schultz and Tabanico 2008). The absence of meaningful person-to-person education can act as a substantial barrier to behavior change. In motivating employees to adopt sustainable waste reduction practices, the Waste Board (2004) suggests utilizing personal channels to change behavior through the use of such resources as employees or trained volunteers. For the current program, garden supply and home improvement store employees could be utilized as message conduits as they are regularly on the communication front lines by engaging with homeowners on a daily basis. As such, it is imperative to educate employees on the proper use of pesticides and non-chemical alternatives as they relate to stormwater pollution prevention (Flint 2003).

A 2003 survey on residential pesticide use in Northern California showed that retail staff is a vital information source, and that better education initiatives among this group could greatly extend program messages (Flint 2003). A number of Southern California stormwater programs with a focus on smart pesticide use integrate one-on-one trainings with garden supply and home improvement store employees. Staying true to these values of person-to-person outreach, BASMAA’s current “Our Water, Our World” campaign’s direct outreach efforts fulfill the need of this critical behavior-change tactic.

#### ***2.7 Involve Employees & Forge Commitment***

When building buy-in, it is important to forge collaboration and consensus. This principle applies to nearly any public participation program, as noted by the University of British Columbia's (UBC) research on developing sustainability strategies within organizations (2006). Forging ownership and commitment is one basic criterion in encouraging participation. However, one's level of commitment to the program is of course secondary to the elemental prerequisite to "getting people 'on board' with change" (McKenzie-Mohr 1999). To this effect, studies have shown that the simple act of asking for someone's commitment actually encourages that person to participate in the voluntary program or behavior. For example, "individuals who were asked to wear a pin publicizing the Canadian Cancer Society were nearly twice as likely to subsequently donate than were those who were not asked to wear the pin" (UBC 2006).

There is a multitude of ways to ask for this commitment: through verbal or written pledges, or by requesting public commitments by publishing the participant's name in a newsletter or annual report (McKenzie-Mohr 1999; UBC 2006). With this in mind, it would be valuable for "Our Water, Our World" to consider the use of public pledges to encourage responsible pesticide use.

### 3. Barriers & Motivators: Review

Identifying & Overcoming Barriers	
Barrier	How to Overcome
<ul style="list-style-type: none"> <li><i>Lack of knowledge</i> regarding: (1) responsible pesticide usage, (2) non-toxic alternatives, (3) the detrimental effects that these chemicals have on environmental and human health</li> </ul>	<ul style="list-style-type: none"> <li><i>Increase knowledge</i> of pesticide usage best practices, non-toxic alternatives, and negative effects of pesticides to environmental and human health</li> </ul>
<ul style="list-style-type: none"> <li>Pesticide use/application messages/directions are <i>complex</i> and <i>confusing</i> (i.e. spray-can labels)</li> </ul>	<ul style="list-style-type: none"> <li>Keep messages <i>clear</i> and <i>simple</i>. Messages should be <i>direct</i> and <i>focused</i> on answering the following questions: <i>What is the desired action, and why is it important?</i></li> <li>Use <i>visual images</i> to convey messages, as opposed to complicated text-heavy formats that may otherwise result in a "shut-down effect"</li> </ul>
<ul style="list-style-type: none"> <li>Proper pesticide use/IPM is <i>difficult to implement</i>, <i>time-consuming</i> and <i>inconvenient</i></li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate to consumers that proper pesticide use is not only "<i>quick and easy</i>," but <i>directly benefits</i> them in some way (through financial savings, etc.)</li> </ul>
Identifying & Utilizing Motivators	
Motivator	How to Utilize
<ul style="list-style-type: none"> <li><i>Ownership</i> of a cause and <i>commitment</i> to furthering the goals of a cause (in this case, responsible pesticide use)</li> </ul>	<ul style="list-style-type: none"> <li>Ask store employees to sign <i>commitment letters</i> to remind customers of responsible pesticide use</li> <li>Integrate a <i>pledge</i> or <i>honor badge</i> into the promotional effort to showcase a consumer's thoughtful dedication to gardening smart</li> </ul>
<ul style="list-style-type: none"> <li>Concern for <i>human health</i> and <i>safety</i></li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate through messaging that proper pesticide use <i>protects</i> human health, pet safety and environmental integrity</li> </ul>
<ul style="list-style-type: none"> <li>Concern for <i>pet health</i> and <i>safety</i></li> </ul>	
<ul style="list-style-type: none"> <li>Concern for the <i>environment</i></li> </ul>	

How to Get Messages Across
<ul style="list-style-type: none"> <li>• Tailor materials to target audience: <i>Add a personal touch</i></li> <li>• Utilize <i>prompts</i> to remind people to practice responsible pesticide use</li> <li>• <i>Television</i> advertisements are an effective means to reach the target Northern California pesticide-using population</li> <li>• Train garden supply and home improvement <i>store employees</i> to deliver program messages</li> </ul>

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## II. Pesticides: Anatomy of a Message

### 1. THE SOURCE---*WHO IS THE MESSAGE FROM?*

The “Our Water, Our World” brand.

### 2. THE ISSUE---*WHAT IS THE ISSUE WE ARE PROMOTING?*

From the eyes of the program, the issue that we are promoting is the need to reduce or eliminate the use of toxic pesticides in or around the home — but to the consumer, the issue is the need to protect human and pet health against toxic pesticide use.

### 3. THE ACTION---*WHAT IS IT WE ARE ASKING THEM TO DO?*

Since there are two audiences in this campaign, it would follow that there would be two specified actions. The two audience groups are: (1) Do-It-Yourselfers (DIYers) who control pests in and around their homes themselves; and (2) domestic outsourcers who hire sustainable landscaping companies or pest control operators to accomplish this task for them. For the DIY group, the desired action is to encourage their purchase and use of less-toxic alternatives to regular pesticides. For the domestic outsourcing group, the desired action is to hire sustainable agricultural pest controllers or sustainable landscapers, hereafter referred to as “contractors,” and/or ask their current contractors for sustainable services (i.e. the use of IPM and/or less-toxic pesticide alternatives).<sup>1</sup>

For both groups, the focus during the initial phase of the program would be first on the action of purchasing/using less-toxic products and/or services. After obtaining this initial commitment, the second phase would be to focus on introducing the adoption of Integrated Pest Management (IPM) strategies including non-toxic pest control options. This second phase, and all consequent ones, could be accomplished by delivering targeted messages to consumers who already purchased less-toxic products or interacted with the “Our Water, Our World” program. These consumers could be tracked, for example, via a coupon redemption program for less-toxic products where the consumer is required to include an email or mailing address. These consumers could then be reached for phase two either electronically or through direct mail.

<sup>1</sup> Certain key terms should be field testing during the message development phase of the campaign. For example, the terms “less-toxic pesticide alternatives” and “sustainable landscaping services” should be tested to ascertain the audience’s understanding of these phrases, in addition to identifying the most easily and commonly comprehensible terminology to express these ideas.

*A quick note about the action:* Research has shown that asking people to first take a simple action and then incrementally building commitment is the most effective way of achieving behavior change.<sup>2</sup> This approach especially rings true of practices such as IPM, which can be somewhat abstract and more complicated than just spraying a can of bug killer. IPM should be seen as the end of a journey vs. the “hook” that will get the majority of the audience interested in the campaign.

#### **4. THE BRAND---WHAT IS THE OVERALL, OVERARCHING IDENTITY OF THE CAMPAIGN?**

The identity of the campaign, like the source, will be the Our Water, Our World brand.

As a brand, “Our Water, Our World” will identify the campaign via name, logo, design and aesthetic, and will create a link between the campaign’s identity and how it relates to the target audience. The brand is what creates the campaign’s image, or the symbolic construct created within the minds of the target audience, consisting of the sum total of information and expectations associated with the campaign.

#### **5. THE FACE---WHO/WHAT WILL BE THE “FACE” OR THE AMBASSADOR OF THE CAMPAIGN?**

The outward face of the campaign, or the message ambassador, is the target audience themselves: everyday homeowners, trusted neighbors and fellow household gardeners. When it comes to household products and domestic fixes, people trust referrals from people like themselves.

The “face” is distinguished from the “brand” such that the face comprises only one facet of the larger campaign identity.

#### **6. THE ANGLE---HOW WILL THE CAMPAIGN BE PRESENTED?**

The angle, or how the campaign is presented to the target audience, will focus on two themes: health and a singular action. The primary angle will be slanted towards the protection of human and pet health. Based on the literature review, concern for one’s family’s health and one’s pet’s health were the primary motivators for reducing the use of toxic pesticides. As a result, the overarching angle will be slanted toward this emotional appeal.

The secondary angle will focus on promoting a singular action: using less-toxic pesticide alternatives and hiring sustainable contractors. The campaign may also want to consider the use of a “gateway pest,” something that is common such as ants, in order to get people initially interested and involved in the program. In the initial stages, especially for the advertisements themselves, simple is always better! As the campaign progresses and evolves, additional singular actions will be promoted through direct marketing (e.g. email, story bank, etc.) to guide the audience along the path of a more holistic IPM strategy.

#### **7. KEEPING IT RELEVANT---HOW WILL THE CAMPAIGN MAINTAIN A CONNECTION WITH THE TARGET AUDIENCE?**

<sup>2</sup> “Foot-in-the-Door Technique” *Wikipedia: The Free Encyclopedia*. Wikimedia Foundation, Inc. Web. 23 Feb. 2011. [http://en.wikipedia.org/wiki/Foot-in-the-door\\_technique](http://en.wikipedia.org/wiki/Foot-in-the-door_technique) (see the scientific studies cited in the article's footnotes).

To maintain a connection with the target audience, the campaign will partner with Home Owners Associations (HOAs), garden supply stores, home improvement stores and the like to both inform the development of the campaign and deliver its messages. The campaign's story bank (see Page 15) will also provide an opportunity to stay connected with the actual target audience, both the good and the bad.

### III. Five-Year Pesticides Marketing Strategy

#### 1. The Big Picture: Communications Strategy Goals & Objectives

The overarching goal of the following advertising campaign strategy is to encourage the target population to use less-toxic pesticide alternatives in and around their homes, complementing the current "Our Water, Our World" (OWOW) campaign. These less-toxic alternatives include the use of less-toxic products, the practice of Integrated Pest Management (IPM) as well as the utilization of sustainable agricultural pest controllers, hereafter referred to as sustainable contractors. By promoting specific action-oriented messages, the campaign will be better equipped to successfully mold the behaviors of the target population, as opposed to simply raising awareness about the use of less-toxic pesticide alternatives.

#### 2. Nice to Meet You: Identifying & Tracking Your Audience

Targeting messages to specific audience groups helps conserve finite program resources by focusing efforts on those groups who engage in the target behavior most frequently (i.e. using toxic pesticides). By refining marketing efforts and messages to a well-defined subset of the larger population, the program will be able to target resources more efficiently while also strengthening the impact of the message through this tailored approach.

##### Leveraging Existing Resources

**Start the database by collecting emails and names from all of the contacts that have been made through the existing garden programs in the various cities.**

The target audience for this campaign is composed of adult homeowners residing in the eight Bay Area counties participating in BASMAA. This general audience has been further refined into two subgroups: (1) Do-It-Yourselfers (DIYers), who control pests in and around their homes themselves; and (2) Domestic Outsourcers (DO), who hire pest controllers or landscaping companies to accomplish this task for them (hereafter referred to as "contractors"). In marketing to these two subgroups, the program will roll out two interconnected yet distinct outreach campaigns to increase the impact of the message.

As the plan below will describe, the campaign will allow for a significant degree of interaction between the program and the populace. Offering this opportunity for engagement provides a simple and cost-effective means for increased participation on

the part of the audience member in addition to an increased opportunity for directly tracking campaign progress on the part of the program.

To track this participation and maintain engagement, the program is advised to build out a database for each target subgroup. The database should include the participant's name, mailing address, email address and the way the participant first came into contact with the program (e.g. an outreach event, coupon redemption program, etc.). In addition to general contact information, the database should also describe to what extent each participant has been involved in the project (e.g. participated in the coupon redemption program, provided a testimonial, etc.). The database should then record a follow-up action that should be taken for each participant (e.g. send email solicitation for testimonial, send coupon via mail, etc.) to automate and streamline interactions. Therefore, the purposes of this database are to:

1. **Target the Audience:** The database will allow BASMAA to reach the audience in the most targeted way possible by providing them with incentives and information that is specific to them. The more targeted we can make the correspondence (e.g. "Hey, Jill! We know that you've already tried a less-toxic pesticide product and we wanted to see if you had considered telling one of your fellow gardeners about our program."), the more effective the program is going to be (e.g. Jill passes on the message to her friend). Obama's online campaign did a great job of using this targeted marketing (see this article for more info: [salon.com/news/feature/2008/07/16/obama\\_data](http://salon.com/news/feature/2008/07/16/obama_data)).
2. **Build on Commitments:** By tracking participants' involvement in the program, BASMAA can continue to engage the participant by gradually asking for increasingly more complex commitments. If you introduce one commitment at a time, the request is seen as less onerous than if all of the changes were requested at once. Additionally, people typically change their perception of what a small commitment is compared to a large one depending on their point of reference. For example, if BASMAA were to ask participants to utilize an IPM strategy at the immediate onset of the program, participants might see it as too large of a commitment relative to their past efforts (presumably, nothing). However, if first asked to purchase less-toxic products, and then asked to engage in IPM, the latter commitment is viewed as less intensive given that we've changed the participants' point of reference by asking for a smaller commitment first.
3. **Allow for Strategic Outreach:** The database also provides the opportunity to easily grow and expand outreach efforts to include more personal, one-on-one interactions. For example, if the program wanted to grow the campaign to include "less-toxic pesticide parties" (like Tupperware parties, but for recommended products and IPM strategies) at residents' homes, BASMAA could easily organize this by utilizing the database to identify likely participants and hosts (e.g. by using the filter functions to search by zip code, engagement level, etc.).
4. **Track Engagement & Behavior Change:** By keeping track of the audience in a systematic way, BASMAA would have a way to truly track changes in behavior over a sustained period of time. Surveys and other evaluations would also be more cost-effective with a list of already established program participants.

### 3. In a Nutshell: Key Campaign Messages

#### 3.1 Overall Messaging Strategy

As described above, specific messages and distribution modes will be differentiated across the two target populations; however, each strategy will share the same fundamental approach. This approach is characterized by Community-Based Social Marketing's (CBSM) stepwise process for behavior change as described in the literature review:

- Phase 1. **Raising Awareness:** The campaign will begin with raising awareness regarding the adverse health effects for family members and pets associated with exposure to toxic pesticides through targeted advertisements and outreach.
- Phase 2. **Changing Behaviors:** In addition to raising awareness about the issue, the program will also deliver a series of targeted, action-oriented messages to drive the adoption of desired behaviors.
- Phase 3. **Produce Engagement:** To produce and continually engage both audience groups, the campaign will develop a feedback mechanism facilitated by electronic platforms such as email marketing and social networking sites.
- Phase 4. **Maintain Engagement:** The aforementioned feedback mechanism will then be utilized to produce a "story bank" of testimonials, where real people share their experiences in their adoption of the desired behavior. Positive testimonials will then feed back into the messaging campaign to encourage others to engage in the promoted behavior change (i.e. using less-toxic alternatives or hiring sustainable landscaping companies).

#### Leveraging Existing Resources

Many cities already have people who would be great program messengers. These people could initially be the "face" of the ad campaigns and then new people would fill the bank more organically as the program progressed.

#### 3.2 Specific Messaging Strategy for the Do-It-Yourself (DIY) Population

For both audiences, campaign strategy will follow the same basic stepwise approach as described above. However, each campaign will contain its own unique elements to ensure a tailored and impactful message. For the DIY population, the communications strategy will follow the process described below:

- Phase 1. **A Call to Action Is Issued:** The advertisement's overarching message would encourage the purchase and use of less-toxic pesticide alternatives to protect the health of the audience member's family and pets; however, the call to action would include the promotion of a specific behavior that allows BASMAA to collect the participant's contact



information. For example, the program could partner with a company like TerraCycle to provide a rebate or a coupon for a less-toxic pesticide within the ad.

**Phase 2. Recipients Respond to the Call:** Viewers of the coupon or promotion would then respond to the call to action by sending in their contact information (e.g. email address) to maintain and track their engagement in the program. For example, the participant would redeem their TerraCycle coupon by contacting the program, at which point they would provide their contact information to receive the discounted product. This incentive piece thereby serves the dual purpose of encouraging the adoption of the desired behavior (purchasing less-toxic products) while also providing a way for the program to collect contact information.

**Phase 3. Feedback Is Provided:** After redeeming the coupon, BASMAA would follow up with the recipient to reinforce their positive behavior and to ask about their experience using the eco-friendly alternative. For example, BASMAA could send an email recognizing the participant for their positive behavior (e.g. "Good job for buying green!") and request that they share their story.

**Phase 4. Sharing Is Encouraged:** Recipients

would be provided with the opportunity to share their story so that BASMAA can use the testimonials in future iterations of the campaign (e.g. in advertisements, on the website or as a quote for a media relations pitch). For example, the program could add a tab on the existing OWOW website to allow people to submit their stories and experiences in using less-toxic products. The tab could be entitled "Share Your Story," for example, and comments and stories would be sent directly to the story bank. The story bank would then be privately managed by the program. Testimonials would be filtered and only those suitable for media pitching or future advertisements would remain in the bank.

#### Leveraging Existing Resources

**Stories can also be used as an anecdotal evaluation tool. The program has the opportunity to take "negative" stories and see how they can be used as a learning experience to improve the program.**

**Phase 5. Recipients Are Asked To Do More:** Finally, BASMAA could gradually expand the participant's level of commitment by continually requesting that they take on increasingly more involved water-friendly pest management strategies. For example, after a participant shares their experience with the program, BASMAA could again provide positive reinforcement while making an additional request, such as introducing the adoption of Integrated Pest Management (IPM) strategies.

Simply providing the *opportunity* for engagement is the highlight of the program, distinguishing BASMAA's advertising campaign from more traditional approaches.

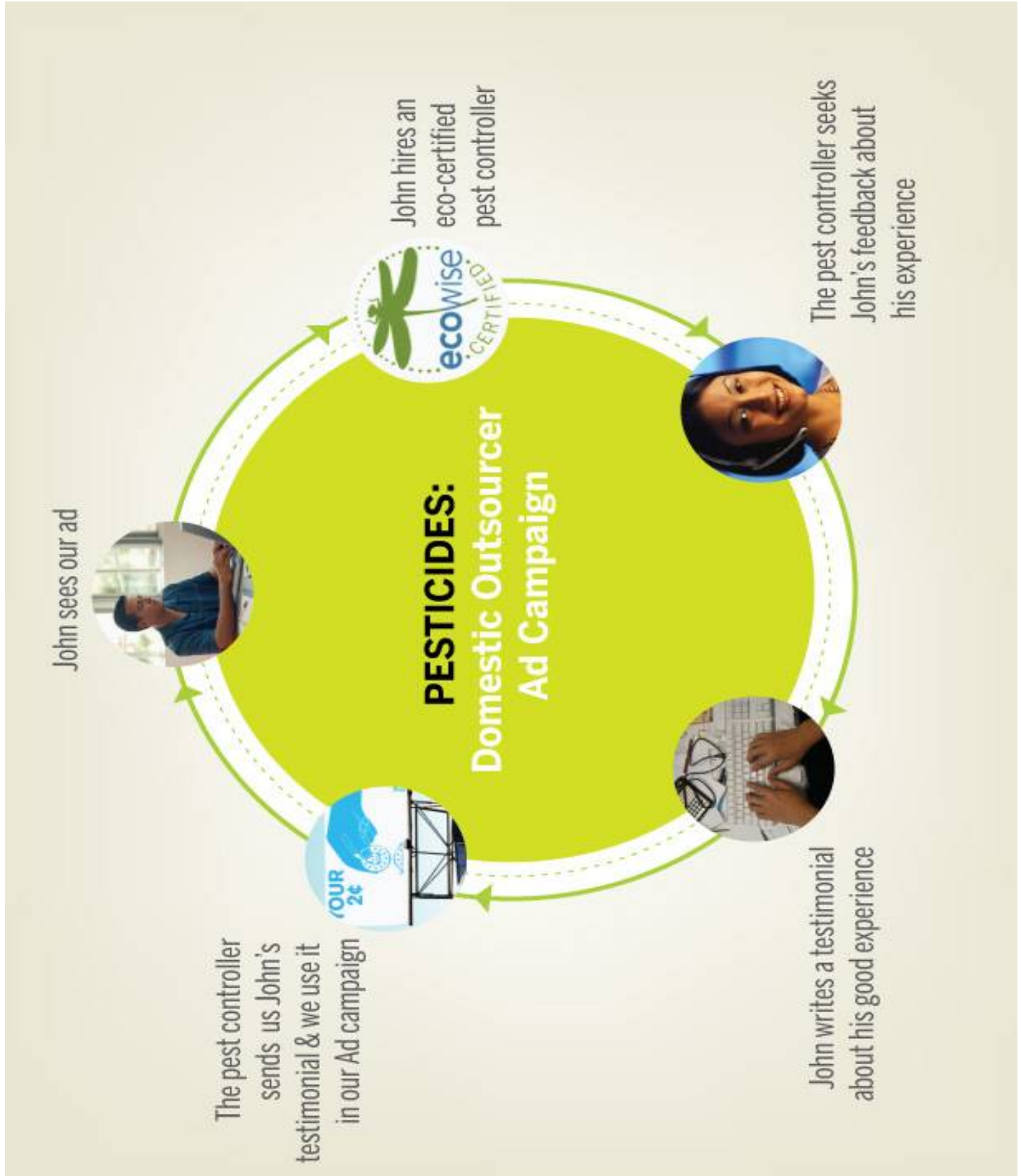
Allowing for engagement will come at a minimal marginal cost for the program as a large portion of the interaction workload can be automated thanks to a number of online networking and email marketing sites. The benefits of providing this opportunity for engagement greatly outweigh the nominal administration costs given that it produces a continuous outreach flow. Perhaps most importantly, the engagement process also allows the program to track outreach achievements such as the number of individuals reached and the rates of behavior change.



### ***3.3 Specific Messaging Strategy for Domestic Outsourcers (DO) Population***

For the DO population, campaign strategy resembles the DIY approach, with several key differences in terms of both messaging and structure, as noted below:

- Phase 1. **Deliver Targeted Messages:** The advertisement's overarching message would encourage homeowners to hire sustainable agricultural pest controllers or sustainable landscapers, hereafter referred to as "contractors," and/or ask their current contractors for sustainable services (i.e. the use of IPM and/or less-toxic pesticide alternatives) to protect the health of their family and pets against noxious pesticides.
- Phase 2. **Recipients Respond to Program Messages:** Viewers of the advertisement would then contact and hire sustainable contractors.
- Phase 3. **Feedback is Provided:** After completion of service, the sustainable contractors would follow up with the recipient to reinforce their positive behavior and to ask about their experience using their less-toxic services. For example, BASMAA could provide a designed email template for participating contractors that would contain recognition of the customer's positive behavior (e.g. "Thanks for going green!") and request that they share their story about their experience using the sustainable service.
- Phase 4. **Sharing is Encouraged:** Customers would then be provided with the opportunity to share their stories for BASMAA to use as testimonials in future campaign efforts (e.g. in advertisements or as a quote for a media relations pitch). For example, customers could simply submit their stories via email, which would then be forwarded from the sustainable landscaping companies to BASMAA.





## 4. Getting the Word Out: Distribution Mechanisms

### 4.1 Paid Advertising

#### 4.1.1 Paid Advertising Approach for Both Target Audiences

Utilizing paid advertising will serve as the primary mechanism for initially raising the awareness of both target audiences about the behaviors being promoted. In addition to acting as the campaign “starting point,” paid advertising efforts will also seek to continually engage both audience groups by offering actual testimonials from program participants as the campaign grows and matures.

#### 4.1.2 DIY Population-Specific Paid Advertising Approach

For the DIY populations, paid advertising should be placed in targeted locations that are near in both location and frame of mind to the desired behavior (purchasing less-toxic products). Paid advertisements should span a variety of mediums, ranging from social networking sites to websites to print advertising. Despite this broad array of outlets, each medium should remain focused on issues relevant to purchasing less-toxic products, particularly DIY and sustainable gardening. For example, the program could place inserts and advertisements in gardening magazines, Home & Garden sections of newspapers, DIY and gardener blogs and websites, Facebook ads and niche “eco” media like *Greenopia*.

When reaching out to this population, it will also be important to further refine advertising approaches to the primary subgroups within the larger DIY subset. These primary subgroups include non-gardeners, or residents using pesticides to eliminate outdoor pest problems affecting their health and/or lifestyle; and gardeners, or residents using pesticides to address pest problems affecting their flower and/or produce gardens. In reaching these two groups, potential distribution mechanisms might include:

##### Non-Gardener DIY Population:

- Home & Garden show booklets/programs (e.g. Alameda County Home & Garden show)
- Home & Garden sections of the newspaper (e.g. Mercury News Home & Garden)
- Home improvement store inserts and leaflets
- General print newspapers

##### Leveraging Existing Resources

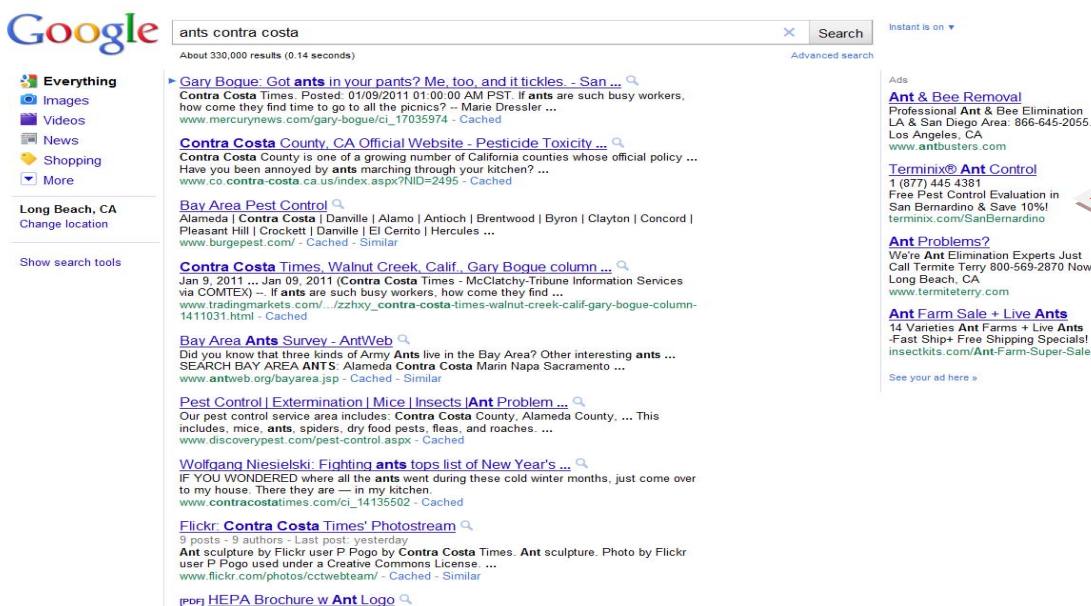
**If a program like Alameda County is already attending events such as the Alameda County Home and Garden Show, this would be a great event to distribute key program messages and place ads.**

##### Gardener DIY Population:

- Home & Garden show booklets/programs (e.g. Alameda County Home & Garden show)
- Home & Garden sections of the newspaper (e.g. Mercury News Home & Garden)
- Home improvement store inserts and leaflets
- Garden-specific targeted Facebook ads
- Gardening-targeted and keyword-specific online search term ads
- Garden-specific website banner ads

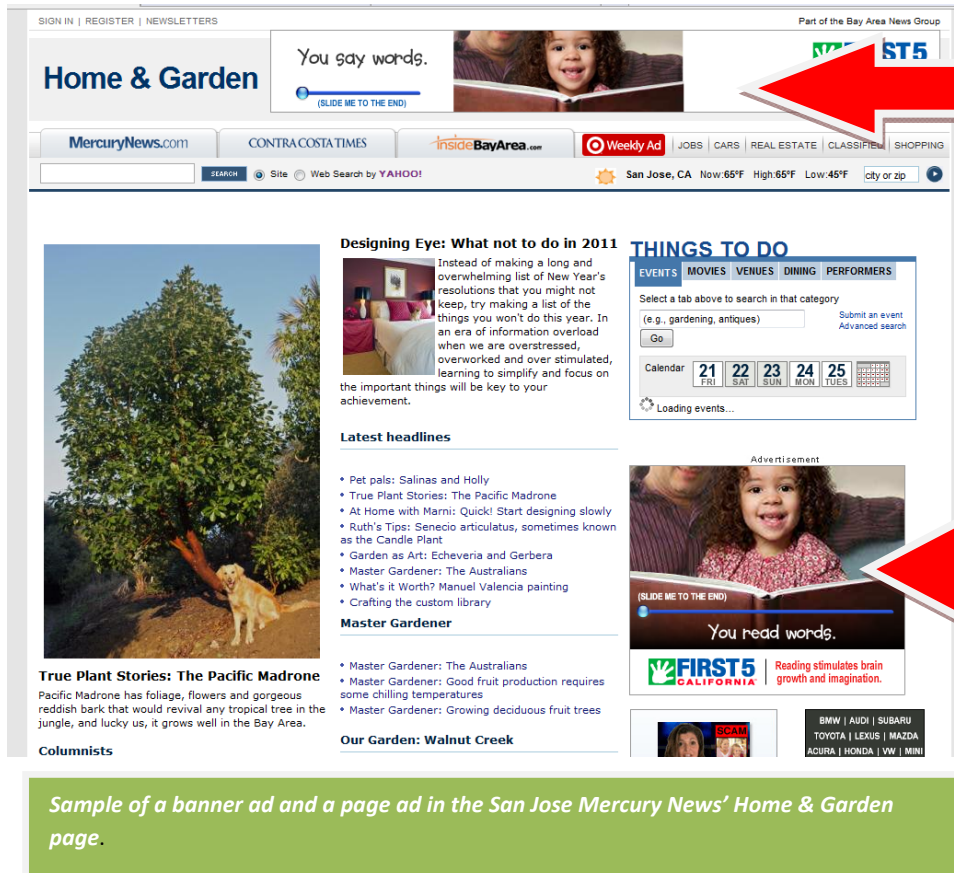
### 4.1.3 DO Population-Specific Paid Advertising Approach

Similarly, the paid advertising strategy for marketing to the DO population should follow the same comprehensive approach in terms of advertising modes, yet targeted in terms of the niche focus of those vehicles. Like the DIY strategy, the DO advertisements should also be placed in targeted locations that are near in both location and frame of mind to the desired behavior (hiring sustainable landscaping companies or finding an exterminator to deal with a pest problem). For example, the program could create online placements that appear during Google searches using specific search terms like “ants” + “Marin County.” It would also be advantageous to post advertisements in established databases and review sites that are commonly referenced to locate landscaping services and pest control companies such as the Yellow Pages, angleslist.com, yelp.com and Pennysaver.



The screenshot shows a Google search for "ants contra costa". The search bar is at the top with the text "ants contra costa" and a "Search" button. Below the search bar, it says "About 330,000 results (0.14 seconds)". The left sidebar shows navigation options like "Everything", "Images", "Videos", "News", "Shopping", and "More". The main results area shows several organic search results, including "Gary Bogue: Got ants in your pants? Me, too, and it tickles - San ...", "Contra Costa County, CA Official Website - Pesticide Toxicity ...", "Bay Area Pest Control", "Contra Costa Times, Walnut Creek, Calif., Gary Bogue column ...", "Bay Area Ants Survey - AntWeb", "Pest Control | Extermination | Mice | Insects | Ant Problem ...", "Wolfgang Niesielski: Fighting ants tops list of New Year's ...", "Flickr: Contra Costa Times' Photostream", and "HEPA Brochure w Ant Logo". On the right side, there is a section for "Ads" with several paid advertisements for ant and bee removal services, including "Ant & Bee Removal", "Terminix® Ant Control", "Ant Problems?", and "Ant Farm Sale + Live Ants". A red arrow points from the text "Pay Per Click Ads" to the "Ads" section.

*Shows a sample of where a keyword specific, geo-targeted ad would appear. For example, if someone only typed in the word “ants,” Google’s geo-targeting can make it so that only people in a certain geographic region would see the ad.*



#### 4.2 Earned Media Approach for Both Target Audiences

Earned, unpaid media offers a number of ripe opportunities to supplement the larger campaign and in the case of the electronic media, to drive engagement. For both target populations, earned media, such as user-generated content about the program posted on social networking sites, blogs or reported in news media, should convey the same messages as those communicated in the paid advertising campaign.

Promoting program messages across earned news media sources can be accomplished through BASMAA's existing media relations push. In driving this effort forward, the program should position "Our Water, Our World" as a go-to expert in local water quality issues so that BASMAA is the primary contact reporters seek when writing pieces related to this issue.

To further bolster BASMAA's reputation as an expert on water quality issues, the program should systematically seek out opportunities to comment on and contribute to related articles published online. By offering BASMAA's expertise, the program will be able to publicly build and assert its credibility, while simultaneously building a network of supporters. The program should therefore consistently monitor media to track articles and reporters writing about related subject matter.

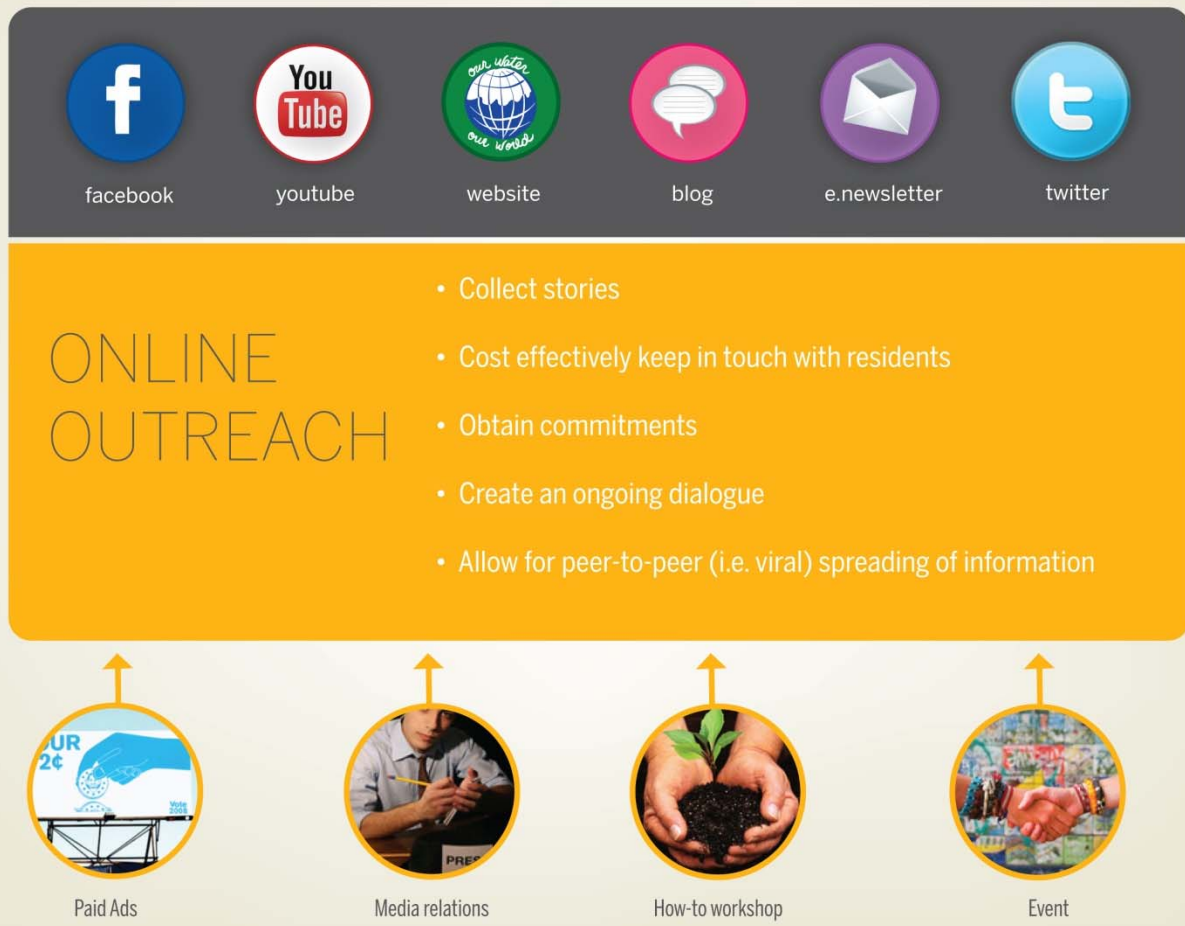
#### Leveraging Existing Resources

This should be in sync with BASMAA's already existing media relations push.

### 4.3 Building Engagement through Electronic Media

For the DIY population in particular, the use of unpaid electronic media will be a central mechanism in the consistent dissemination of program messages. Thanks to free electronic platforms, and user-generated social networking sites, the program will be able to regularly spread program messages on a continuous basis. Frequent message saturation and easy online access to participants will also allow the program to ask for increasingly more involved levels of commitment, culminating in the submittal of testimonials with regard to their adoption of sustainable pest management practices and products. In short, the paid advertising campaign — and any other interaction that the OWOW program has with a resident (e.g. events, trainings, etc.) — is ideally coupled with an opportunity for the recipients, if they are interested, to become further involved with the program online. In developing this e-engagement program, SGA recommends taking the following step-wise approach. The goal of the strategy below is to first build off simple actions to grow into more complex efforts as the online movement gains momentum. BASMAA should also leverage already existing resources by making every point of contact with a resident (e.g. how-to workshop, event, etc.) an opportunity to make them part of the online media program.

Allow People the Opportunity to Stay in Touch with the Program





**Step 1**     **Reaching Out with e-Newsletters:**  
 To quickly and efficiently foster audience involvement, BASMAA should develop an e-Newsletter specifically targeting the DIY population to increase their access to program messages. The newsletter could be sent out to individuals who provided their email address at community events or through coupon redemptions from the purchase of less-toxic products, for example. The newsletter should be sent out once a month, featuring short, easy “to do” tips. For example, the newsletter could feature one tip a month about the latest less-toxic products, related product discounts or useful IPM strategies. The newsletter should also promote website perusal by linking articles to an e-Newsletter section of the website where the program could store archived editions.



**Step 2**     **Navigating the Eco-Blogosphere:**  
 After developing the program e-Newsletter, BASMAA should start a blog where tips can be coupled with more extensive write-ups. Linking the tips sent out in the e-Newsletter with the blog also allows readers to comment, thereby increasing interactivity and engagement. Blogs also allow for the opportunity to reach out to audience members beyond those currently connected with the program, as their infrastructure includes the built-in capacity to push forward campaign messages through their viral network of readers and content-producers.

**Step 3**     **Fostering Trust and Buzz Through Social Networking:**

While developing a blog presence, the program should also start a Twitter and/or Facebook page to allow for a more continuous dispersal of program information and increased opportunity for audience engagement. This type of platform also provides endless opportunities for peer-to-peer information sharing. DIYers should be encouraged to share their non-toxic solutions for dealing with pests and their peers would therefore be able to get advice from their online neighbors and, as a result, the messages would carry added credibility.

#### Leveraging Existing Resources

**By linking up with the Facebook pages of Contra Costa Clean Water Program, Sonoma County Water Agency and Santa Clara’s Watershed Watch, the program could instantly leverage over 600 fans!**



- Step 4**     **Creating a Movement with Moving Pictures:** After building out a basic social networking framework, the program should then move to the development of an OWOW YouTube Channel. The YouTube channel will allow the program to quickly and easily post videos captured at outreach events and gardening workshops, or informational videos (e.g. how to spot an aphid).
- Step 5**     **Growing Relationships to Build Credibility:** In building the program's credibility among the target DIY audience and growing its e-community to disseminate messages, BASMAA should seek to develop a broad coalition of online support. To accomplish this, BASMAA should identify related blogs, Facebook and Twitter pages, websites and YouTube channels and regularly provide comments, respond to posts, provide expertise, and/or share relevant articles. Collectively, these efforts will feed the larger effort by providing a mechanism for program messages to reach the wider audience and grow credibility through this cost-efficient "word of mouth" capacity.
- Step 6**     **Evolving from Website to Program Hub:** Ultimately, social networking and blogging efforts will aim to drive users back to the OWOW website, which will unify the numerous electronic outreach activities described above. As the information hub of the program, it's important to grow and streamline the current website to increase its efficiency and usability. To do this, SGA suggests designing and executing a web optimization strategy based on the follow principles:
1. **Increase Site Usability and Accessibility:** Website navigability is one of the most important features of any effective information hub because if people can't use the site, they won't stay. With this in mind, the program should develop a strategy to increase the usability of the site by assessing current website information flow, layout and organization to determine retooling and reformatting needs.
  2. **Develop a Robust Search Engine Optimization (SEO) Plan:** Developing an effective SEO strategy is critical, because if people can't find you, then they won't be able to use your resources. In developing OWOW's SEO strategy, the program should examine the following features:
    - **Titles:** Reassess consistency and clarity of each title on every website page to ensure that each title accurately describes the content of the page.
    - **Link around:** Increase the use of internal links within web pages to easily direct external and internal users to information.
    - **Strengthen keywords:** Highlight critical keywords and phrases and add a *strong* tag around them to increase search results.
  3. **Put Your Best Face Forward:** The design and branding of the site acts as the face of the program, and should thereby engage and draw the audience in. In light of the updated Five-Year Strategic Plan, BASMAA should revisit the current website design to fully optimize the use of engaging website images, web layout and design consistency throughout the site.

4. **Clarify, Grow and Tailor Content:** The information that the site is providing is the central reason why the audience is visiting. To keep the target audience coming back for more, it is important that the program develop a plan to consistently and systematically refine and update website content.

#### 4.2.3 DO Population-Specific Earned Media Approach

For the DO population, the use of unpaid electronic media should be utilized as a mechanism where individuals could simply and easily submit testimonials describing their positive experiences using a sustainable contractor. Electronic media would also be implemented in conjunction with the sustainable contractors to leverage outside resources.

To easily automate this feedback loop, the program could develop a designed email template requesting testimonials from former sustainable contractor clients. This e-blast template could then be provided to partnering sustainable contractors to send directly to their customers. The e-blast would include several easy ways for customers to submit their testimonials, such as simply replying to the email (which would then be forwarded by the contractors to BASMAA) or by posting their testimonial to OWOW's future Facebook page.

#### 4.3 Strategic Partnerships

For the DO population in particular, developing strong relationships with sustainable landscaping companies will be critical in the successful execution of the campaign. However, the need for fruitful partnerships does not end there. To effectively reach and influence both target audiences, the program should develop, build on and utilize strategic partnerships with a number of relevant groups and existing stakeholders. While building these partnerships, the program should seek stakeholder input and assistance across a number of key objectives, including: (1) refining program messages, (2) identifying message distribution channels and (3) leveraging their own networks to distribute messages.

In seeking out potential partners, the program should reach out to organizations that appeal to the relevant interests of both populations, which include:

- **Environmental Issues:** The program could appeal to the target audience's desire to be environmentally friendly in using less-toxic pesticides by developing strategic partnerships with relevant environmental organizations (e.g. The Urban Pesticide Pollution Prevention Project, <http://www.up3project.org>).

#### Leveraging Existing Resources

**The program could easily draw on participants currently involved with Santa Clara Valley's Green Gardner Program or the Bay Friendly Landscaping Program.**

- **Health Concerns:** Like their concern for the environment, protecting the health of their families and pets is a major driver for many residents' use of less-toxic pesticides. Noting this interest, the program should seek out partnerships with related health organizations, particularly those that focus on the family and the home (e.g. Healthy Child, Healthy World, <http://healthychild.org/>).

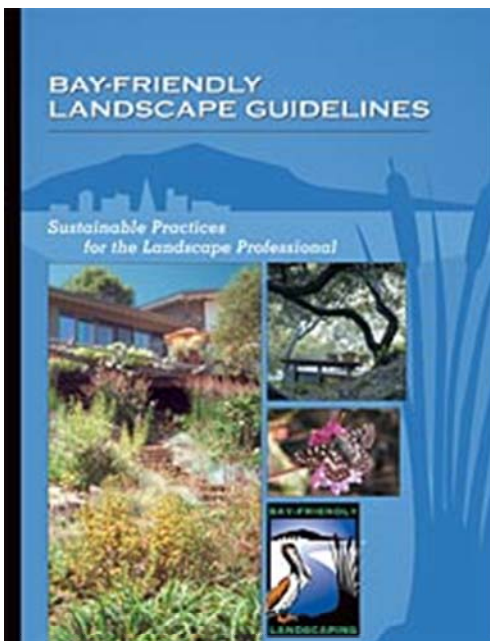
#### Leveraging Existing Resources

Santa Clara's Master Gardeners program is another great opportunity to leverage program resources and current participants ([www.mastergardeners.org/scc.html](http://www.mastergardeners.org/scc.html)). For example, BASMAA could build off the Master Gardeners program's La Mesa Verde, a newly established community project dedicated to building organic vegetable gardens at the homes of low-income families in Santa Clara County (pictured right).

- **Green Gardeners:** For the DIY sect, reaching out to sustainable gardening groups would allow the program to pick the low-hanging fruit of individuals who already have a developed interest in the message.



*Plug-in Opportunity: Alameda's guideline book for the County's Bay-Friendly Gardening program.*



*Plug-in Opportunity: Santa Clara's La Mesa Verde Project for the Master Gardeners program.*

- **Master Gardeners:** The program could also find a broad group of willing participants and effective channels of communication to leverage by partnering with master gardener

- **Sustainable Landscaping Companies:** Finally, partnering with sustainable landscaping companies will not only help move the program forward; it will be a necessary action in developing the DO campaign (e.g. The Bay-Friendly Gardening Program, <http://www.stopwaste.org/home/index.asp?page=8>).

#### Leveraging Existing Resources

**Alameda County's Bay-Friendly Gardening program offers landscape professionals a number of tools and resources to help them stay competitive in the marketplace, such as workshops, qualifications, tours and guidelines (pictured right) ([www.stopwaste.org](http://www.stopwaste.org)). The program could utilize existing contacts from this program to build out strategic partnerships with sustainable landscapers.**

## 5. Making the Grade: Evaluation Approaches

### A Note about Our Approach

At SGA, we've come to rely on the term Outreach:ology to convey the unique way we approach public education. Outreach:ology (i.e., the science behind behavior change) uses a blend of Community-Based Social Marketing (CBSM) and proven tactics from social psychology and persuasion in order to influence the behavior of the target audience. CBSM focuses first on identifying the barriers and motivators of the target audience (See Literature Review, page 4), and then on finding ways to lower the barriers and increase the motivators. Social psychology allows us to use research from prominent leaders in the academic field who have tested and found tactics that work in influencing a person's behavior. By using both social psychology and CBSM as the backbone of the approach, SGA has proposed strategies throughout the plan (e.g., power of stories, peer-to-peer communication, action-oriented messages, etc) that are all included as a result of their proven success in persuading people to change their behavior. Because these types of strategies have proven success, SGA recommends monitoring the audience's participation (instead of their awareness) as one of the campaign's primary metrics for success. For example, getting a home owner to sign up for the program's eNewsletters would be more valuable than finding out that said homeowner is aware of the toxicity of pesticides.

### What Numbers Should Be Tracked for Success: Recommended Measures

In order to reflect the strategies proposed in the plan, the table below reflects which outreach tactics should be measured quantitatively.



CAMPAIGN COMPONENT	EVALUATION METRIC
PAID ADVERTISEMENTS	<ul style="list-style-type: none"> <li>• Number of impressions per advertisement</li> <li>• Number of interactions as a result of advertisement</li> </ul>
TESTIMONIALS	<ul style="list-style-type: none"> <li>• Number of testimonials received</li> </ul>
ELECTRONIC MEDIA	SOCIAL NETWORKING (FACEBOOK AND/OR TWITTER)
	<ul style="list-style-type: none"> <li>▪ Number of "friends" or "fans"</li> <li>▪ Number of interactions (e.g. posts/comments) from target audience</li> <li>▪ Number of interactions from OWOW</li> </ul>
	WEBSITE
	<ul style="list-style-type: none"> <li>▪ Number of unique visitors</li> <li>▪ Number of page views</li> </ul>
	BLOGS
EARNED MEDIA	<ul style="list-style-type: none"> <li>• Number of posts by program on external blog sites</li> <li>• Number of comments to posts by program on external blog sites</li> <li>• E-NEWSLETTER</li> <li>• Distribution number</li> <li>• Open rate</li> <li>• Number of article click-throughs</li> </ul>
	<ul style="list-style-type: none"> <li>• Online news placements</li> <li>• Print news placements</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of partnerships with related organizations/non-profits/associations</li> <li>• Number of partnerships with sustainable landscaping companies &amp; pest control operators</li> <li>• Number of strategic partnership events/workshops</li> <li>• Number of people who attended all strategic partnership events/workshops</li> </ul>
STRATEGIC PARTNERSHIPS	

### Learning from Mishaps and Successes: Monitoring and Adjusting

The most effective outreach plans are those that are able to be malleable and adjust tactics as needed. In terms of the overall strategy, periodic evaluations should be done at least once a year to allow the program to take a step back and assess what's working (and do more of that) and what's not working (and figure out how it can be improved). On a more tactical level, adjustments should be occurring on an ongoing basis. Because a good chunk of the plan focuses on online outreach, this comes with the added benefit of an ongoing evaluation component. Programs like Facebook, eNewsletters, etc., all produce statistics to see which posts are popular and which emails people are opening and not opening. This encourages a continuous stream of automated monitoring that would allow the program to optimize its rates of online engagement and success by simply giving their users more of what they want.

Pilot testing programs are also a means of assessing effectiveness before they are implemented on a large scale. Pilot testing is best used when conducting "on the ground" outreach programs. That is, programs that involves face-to-face contact like the store outreach being done for the Our Water, Our World program. Because of the geographic area of BASMAA, face-to-face outreach was not included as an integral part of this plan due in part to the budget and the fact that the strategic plan was written to comply



with the MRP's advertising requirement. However, for some components of the plan (e.g., Youth Panel), pilot testing is feasible and recommended as a way of seeing what works and what doesn't—before rolling it out on a larger scale.

### To Ask or Not to Ask: Self-Reported Surveys

SGA is aware that one of the MRP's requirements is to do a pre- and post- campaign survey before and after the advertising buy. Because we are recommending that BASMAA veer away from traditional paid advertising buys, we are also recommending that this evaluation approach be adjusted accordingly. SGA's concern with self-reported surveys are as follows: (1) They tend to place an emphasis on knowledge and awareness. As we know from CBSM, the idea that knowledge equals behavior change is an erroneous one. Case in point: every smoker knows that smoking cigarettes is bad for their health, but does this stop them from smoking? For this reason, it is amiss to assume that simply because a homeowner knows that IPM is the most eco friendly pest control alternative, that they are going to stop using pesticides altogether; (2) They are self-reported and therefore are limiting in their ability to get candid answers from the participants; and (3) They can be quite expensive for little return. Administering these types of surveys is often costly, and the data that is received is not always actionable or of value to the program.

SGA instead recommends taking the following approach to self-reported surveys: (1) Stay away from focusing on questions related to awareness; (2) Rely primarily on the people who are part of the program's outreach database (see page 13) as the means for getting survey data. The people who become part of the program can therefore be tracked and their progress monitored in terms of how successfully they are moving along the road to behavior change. This also minimizes program costs if the surveys are sent out and collected online; and (3) Only collect face-to-face surveys in conjunction with other programs and outreach initiatives the individual cities/counties are already doing as part of MRP compliance. For example, taking surveys to a community event and doing them there. In this way, no added budget is spent in trying to collect survey data.

**BASMAA  
Media Relations Campaign  
Final Report FY 2010-2011**

**Submitted by O'Rorke Inc  
June 30, 2011**

During the fiscal year 2010-2011, O'Rorke Inc. continued to serve as BASMAA's media relations contractor.

Early in the year O'Rorke worked directly with project manager Sharon Gosselin and the PIP committee to brainstorm pitch topics. The result was several planned pitches and distributing radio/online public services announcements on key stormwater issues as well as monitoring of breaking news opportunities. Additionally, O'Rorke provided localized templates of each release developed for use by local agencies to pitch community-specific media.

The pitches resulted in thirty-five total media placements. The report that follows gives a synopsis of each pitch and the number and type of placements each garnered. Details coverage reports for each pitch are attached.

**Rainy Season/Car Maintenance PSAs**

O'Rorke drafted a series of public service announcements (PSAs) for use on radio. The copy focused on the importance of basic car maintenance, particularly fixing leaks, in the rainy season.

The PSAs were aired on eleven radio stations, posted on ten station websites and also resulted in interviews on two radio stations for a total of twenty-three placements.

**Don't Burn Holiday Gift Wrap**

O'Rorke drafted a press release focusing on the pollution caused when holiday gift wrap is burned or used as a fire starter.

This pitch resulted in five placements: four radio stories and coverage on KQED's blog.

**Reusable Lunch Boxes/Water Bottles**

To call attention to one of the major pollutants BASMAA is dealing with, O'Rorke conceived of a pitch designed to call attention to litter via choices a consumer can

make in daily behaviors. Two press releases were drafted: one dealt with eating on the go and how reusable items can fit into that (reusable coffee cups, water bottles, etc). The other release, sent to parenting publications, focused solely on building a greener lunch box for children.

This pitch resulted in one interview placement on the family-friendly station, KMKY (Radio Disney).

### **Hiring an IPM Certified PCO**

This pitch focused on the wide availability of pest control operators certified in integrated pest management (IPM) techniques. O'Rourke worked to have BayWise.org updated to include a "box" on the homepage advising users to "click here to find a pest control professional." Also included were links to listings of Bay Area contractors certified by three different programs.

This pitch resulted in three placements: one on claycord.com and two radio interviews. The claycord story drove eighty-six visitors to BayWise.org the day it was posted. Since the pitch began, the pest control page has received over 150 visitors.

### **Ant Control PSAs**

These PSAs dealt with effective ways to control ants and also promoted BayWise.org as a resource for pest control information.

The PSAs aired on three stations: KLIV, KDIA and KCBS.

### **Summertime Reusables/Anti-Litter Tips**

This pitch began at the end of the FY and, although some media outlets expressed interest in running the tips and/or using them in conjunction with other summertime/destination stories, no placements have been confirmed as of this writing.

### **Recommendations for FY 2011-12**

- Work to find new ways to present the litter story and messages to the media. O'Rourke found this topic to be a "tough sell." It may be, in part, because downsizing at news organizations has made lighter, lifestyle-oriented pieces more difficult to get covered. But there also did seem to be a real lack of interest in this topic from the media.
- Look to new local/regional studies as a jumping off point for pitching. Timeliness and a sense of having real news to share would help get BASMAA

more coverage.

- Continue to pitch FM radio stations and seek out public affairs coverage via PSAs or direct pitches. Public affairs directors have been receptive to BASMAA messages.
- Update BayWise.org to include more stormwater related information.
- Continue to pitch/seek out online coverage as much as possible. One story on claycord.com drove over eighty visitors to BayWise.org. Online stories and placements can lead to the public directly getting even more information about water pollution prevention activities at home.
- Brainstorm things on the horizon in the next six months that could prove to be strong media opportunities for BASMAA. This could range from new regulations to surveys and studies.

## Rainy Season/Car Maintenance PSA Coverage Report

### Online

- [KISS-FM \(98.1\)](#)
- [KMEL-FM \(106.1\)](#)
- [WILD 94.9](#)
- [KKSF-FM \(103.7\)](#)
- [STAR 101.3](#)
- [GREEN 960](#)
- [910 KNEW](#)
- [KKIQ-FM \(101.7\)](#)
- [KKDV-FM \(92.1\)](#)
- [107.7 THE BONE](#)

### Radio

- KISS-FM (98.1)
- KMEL-FM (106.1)
- WILD 94.9
- KKSF-FM (103.7)
- STAR 101.3
- GREEN 960
- 910 KNEW
- KIQI-AM (1010) (Spanish)
- KKIQ-FM (101.7)
- KKDV-FM (92.1)
- KUFY-FM (98.5) (KFOX) – Will begin airing week of 12/27

### Radio (Interview)

- **KEAR-AM (610).** Sharon Gosselin w/ Jonathan Rickert on Tuesday 12/14. Two 5-minute segments aired Wednesday 12/15/10 and Thursday 12/16 at both 11:04 a.m. and 4:04 p.m.
- **Radio Disney KMKY-AM (1310).** Sharon Gosselin w/ Shalon Rogers on Monday 11/20 at 11 a.m.



## Don't Burn Gift Wrap Coverage Report

### Radio

- **GREEN 960.** Sharon Gosselin w/ Sebastian Kunz on Friday 12/10/10.
- **KEAR-AM (610).** Sharon Gosselin w/ Jonathan Rickert on Tuesday 12/14/10. Two 5-minute segments aired Wednesday 12/15/10 and Thursday 12/16/10 at both 11:04 a.m. and 4:04 p.m.
- **KGO-AM (810).** Sharon Gosselin w/ Ravi Peruman on Monday 12/20/10.
- **KCBS-AM (740).** Lisa Fasano (Air District) on Friday 12/24/10. Two segments.

### Online

- **KQED News Fix Blog.** [What Not to Burn This Holiday Season](#). Dan Brekke. 12/24/10.

## Reusable Lunch Box/Water Cups Media Coverage Report

### Radio

- KMKY – Geoff Brosseau interviewed by Shalon Rogers on March 30<sup>th</sup>.

## Hiring an IPM Certified PCO Coverage Report

### Online

- Claycord.com

### Radio

- KEAR – Interview with Jim Scanlin; aired in two parts on two consecutive days.
- KIQI – Interview with Ricardo Barajas

## Ant Control PSA Coverage Report

### Radio

- KCBS
- KDIA
- KLIV





## Got Bugs? Get Answers!

Choose less toxic products for a healthy home and garden

visit [www.ourwaterourworld.org](http://www.ourwaterourworld.org)



Look for this symbol before you buy







## Got Bugs? Get Answers!

Choose less toxic products for a healthy home and garden

visit [www.ourwaterourworld.org](http://www.ourwaterourworld.org)

Product recommendations with the label have been evaluated and approved by the EPA for use in homes and gardens.



Look for this symbol  
but don't pick any



TRAPPING

SKUNKS

RACCOONS

POSSUMS

FERAL CATS

WILD PIGS

SNAKES



**Got Bugs? Get A**

Choose less toxic products  
for a healthy home and garden

visit [www.ourwaterourway.com](http://www.ourwaterourway.com)